International and Intergovernmental Relations

Annual Report
2014-2015

Alberta
Government

International and Intergovernmental Relations

Annual Report
2014-2015

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Preface

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Fiscal Management Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 19 ministries.

The annual report of the Government of Alberta contains the consolidated financial statements of the province and the *Measuring Up* report, which compares actual performance results to desired results set out in the government's strategic plan.

This annual report of the Ministry of International and Intergovernmental Relations contains the audited financial statements of the ministry and a comparison of actual performance results to desired results set out in the ministry business plan. This ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Fiscal Management Act*, either as separate reports or as a part of the financial statements, to the extent that the ministry has anything to report.

Message from the Minister of International and Intergovernmental Relations

International and Intergovernmental Relations works closely with other provincial ministries to achieve Alberta's goals and objectives on a national and international stage. The ministry represents Alberta's interests in trade negotiations, maintains relations with our provincial and federal partners and supports Alberta businesses looking to enter new markets through trade promotion and investment attraction.

In the coming year, IIR will continue to play a key role in maintaining relationships with the Government of Canada and provincial and territorial governments across Canada. As a trading province, it will be more important than ever to diversify and expand our economy. Our ministry will continue to facilitate trade across Canada and around the world. Accessing new markets is something our government will be working on in a number of ways, including by showing leadership on the environment.

I look forward to working with the dedicated team at IIR to find new opportunities and build partnerships at home and abroad. Together, we can support the prosperity and well-being of all Albertans.

[Original signed by Rachel Notley, Premier of Alberta, Minister of International and Intergovernmental Relations]

Honourable Rachel Notley
Premier of Alberta
Minister of International and Intergovernmental Relations

Management's Responsibility for Reporting

The executives of the individual entities within the ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and strategic plan, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the ministry rests with the Minister of International and Intergovernmental Relations. Under the direction of the Minister, I oversee the preparation of the ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with Canadian public sector accounting standards. The performance measures are prepared in accordance with the following criteria:

- Reliability - information agrees with underlying data and the sources used to prepare it.
- Understandability and Comparability- current results are presented clearly in accordance with the stated methodology and are comparable with previous results.
- Completeness- performance measures and targets match those included in Budget 2014.

As Deputy Minister, in addition to program responsibilities, I am responsible for the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the province under ministry administration;
- provide Executive Council, the President of Treasury Board, the Minister of Finance and the Minister of International and Intergovernmental Relations information needed to fulfill their responsibilities; and
- facilitate preparation of ministry business plans and annual reports required under the *Fiscal Management Act*.

In fulfilling my responsibilities for the ministry, I have relied, as necessary, on the executives of the individual entities within the ministry.

[Original signed by Gitane De Silva, Deputy Minister of International and Intergovernmental Relations]

Gitane De Silva
Deputy Minister of International and Intergovernmental Relations
June 3, 2015

RESULTS ANALYSIS

Ministry Overview

Mission

The mission of the Ministry of International and Intergovernmental Relations (IIR) is to advance Alberta's interests by leading government-wide strategies that capitalize on Alberta's regional, national and global relationships and opportunities.

Organizational Structure

The ministry consists of two operational divisions and two supporting divisions. The responsibilities of these entities are as follows:

International Relations

To seize international opportunities, Alberta and Albertans need to be attuned to the world and engaged in the international community. The international relations division is focused on increasing Alberta's visibility and enhancing our connections around the world. By reaching out beyond our borders, Albertans will have more opportunities at home and abroad.

To ensure a coordinated approach, the division works with other Alberta government ministries to advance trade, investment and advocacy priorities to achieve market diversification objectives as well as building Alberta's reputation as a global citizen. The division works to prepare Albertans for success internationally and works with other ministries to prioritize and integrate government action to take advantage of international opportunities.

The division also includes the Government of Alberta's network of international offices. Alberta's international offices play a key role in promoting Alberta's international interests. The focus for each office varies depending on Alberta's priorities within the region. An overview of the work of the international offices can be found in the annual *Alberta International Offices Activity Report* at www.international.alberta.ca.

On February 18, 2015, the *Alberta International Offices Review* was released. It recommended streamlining the resources of the international offices to more effectively and efficiently pursue the province's global priorities. Recommendations included closing Alberta offices in Chicago, Munich and Ottawa, strengthening results measurement, and developing a client service charter. Both the Chicago and Ottawa offices were closed March 31, 2015; the remaining recommendations will be implemented during the 2015-16 fiscal year.

Intergovernmental Relations

The intergovernmental relations division works with other Alberta government ministries to ensure a coordinated and consistent provincial approach to intergovernmental relations. The division is responsible for advancing Alberta's interests at intergovernmental forums, including the Council of the Federation, the New West Partnership, the Western Premiers' Conference and meetings with the prime minister or provincial and territorial premiers. The division also reviews and approves all of Alberta's intergovernmental agreements to ensure they are consistent with Alberta's intergovernmental goals and objectives.

The division's trade policy branch is responsible for the negotiation of domestic trade and investment agreements, and participates with the federal government in the negotiation of international trade and investment agreements.

Intergovernmental relations also maintained the Alberta Ottawa Office, which helped build relationships and communicate key positions to the federal government and other decision-makers in the National Capital Region. As recommended in the *Alberta International Offices Review,* the Alberta Ottawa Office was closed March 31, 2015.

Corporate Services

The corporate services division provides the essential corporate services and infrastructure for the planning and implementation of ministry activities in the following areas: finance, administration, corporate planning, human resources, information management, information technology, and freedom of information and protection of privacy.

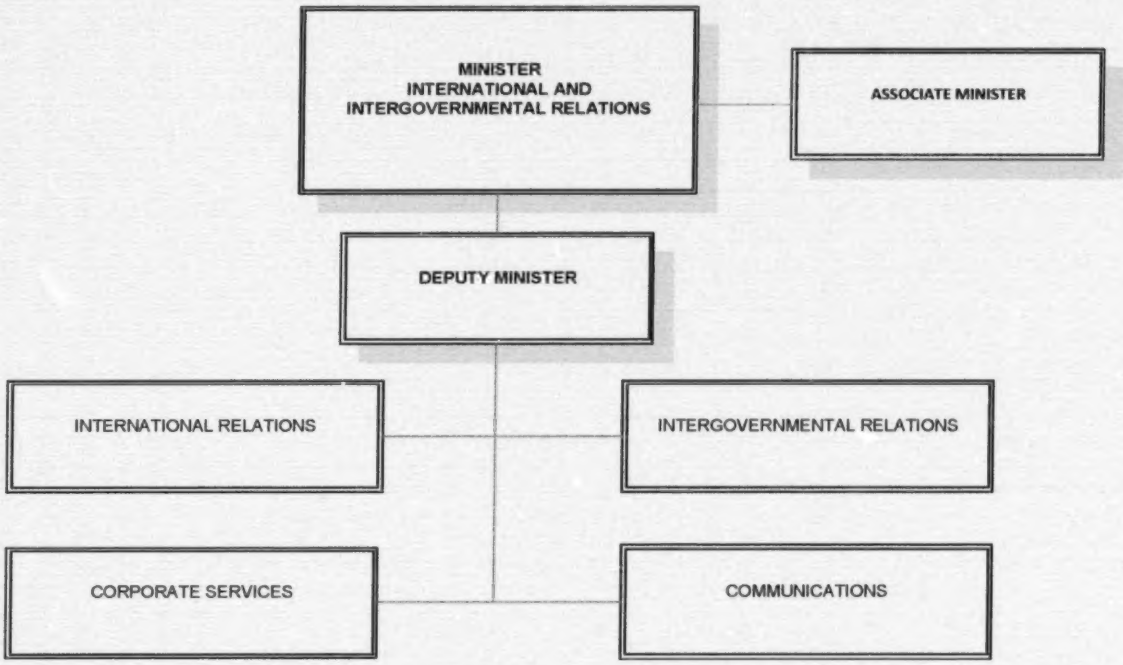
Corporate services also provides shared services to the Ministry of Aboriginal Relations.

Communications

The communications branch provides strategic communications services, advice and planning to communicate ministry and government direction, policy and programs to Albertans, the media, stakeholders and other governments.

Ministry of International and Intergovernmental Relations Organizational Structure

(for the year ended March 31, 2015)



Review Engagement Report

To the Members of the Legislative Assembly

I reviewed three of four performance measures in the Ministry of International and Intergovernmental Relations' Annual Report 2014–2015. The reviewed performance measures are the responsibility of the ministry and are prepared based on the following criteria:

- *Reliability*—The information used in applying performance measure methodologies agrees with underlying source data for the current and prior years' results.
- *Understandability*—The performance measure methodologies and results are presented clearly.
- *Comparability*—The methodologies for performance measure preparation are applied consistently for the current and prior years' results.
- *Completeness*—The goals, performance measures and related targets match those included in the ministry's budget 2014.

My review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to me by the ministry.

A review does not constitute an audit and, consequently, I do not express an audit opinion on the performance measures. Further, my review was not designed to assess the relevance and sufficiency of the reviewed performance measures in demonstrating ministry progress towards the related goals.

Based on my review, nothing has come to my attention that causes me to believe that the performance measures identified as reviewed by the Office of the Auditor General in the ministry's annual report 2014–2015 are not, in all material respects, presented in accordance with the criteria of reliability, understandability, comparability and completeness as described above.

[Original signed by Merwan N. Saher, FCA]
Auditor General
March 19, 2015
Edmonton, Alberta

Performance Measures Summary Table

Goals/Performance Measure(s)		Prior Years' Results				Target	Current/Actual
1.	**Goal: Alberta's international policy objectives are met**						
1.a	Percentage of clients satisfied with services to advance Alberta's international policy objectives[1]	n/a	90%	87%	82%	85%	81%
		2009-10	2010-11	2011-12	2012-13		2013-14
1.b	Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets[1]	n/a	94%	89%	84%	87%	85%
		2009-10	2010-11	2011-12	2012-13		2013-14
2.	**Goal: Alberta's policy interests within Canada are advanced**						
2.a	Percentage of clients satisfied with services to advance Alberta's interests within Canada[1]	n/a	90%	87%	80%	83%	85%
		2009-10	2010-11	2011-12	2012-13		2013-14
3.	**Goal: An effective rules-based system supports Alberta's priorities in trade in goods and services, investment flows and labour mobility**						
3.a	Percentage of clients satisfied with services to support a stable set of rules for Alberta's exports and investments[1]	n/a	83%	87%	85%	85%	80%
		2009-10	2010-11	2011-12	2012-13		2013-14

*Indicates performance measure that has been reviewed by the Office of the Auditor General.

The performance measure indicated with an asterisk was selected for review by ministry management based on the following criteria established by government:

- enduring measures that best represent the goal;
- measures for which new data is available; and
- measures that have well established methodology.

[1]The client survey performance measures are indexes developed to capture client satisfaction with services that support the ministry goals. With the introduction of new goals in the 2012-15 Ministry Business Plan, the mix of services included in each of the indexes was adjusted to ensure they align with the new goals and then recalculated using historical data. Refer to Performance Measures Methodology for a listing of the services included in each index.

Note: There is limited historical data for the client survey performance measures as International and Intergovernmental Relations adopted a new client survey questionnaire in 2010-11.

Discussion and Analysis of Results

Alberta is a dynamic province, a leader within the Canadian federation and a responsible global citizen. Recognizing that strong international and intergovernmental relations are vital to Alberta's continued prosperity, the ministry builds relationships across Canada and internationally to enable Albertans to capitalize on regional, national and global opportunities. The ministry sets a number of goals and objectives to direct its efforts.

GOAL ONE:
Alberta's international objectives are achieved.

Alberta's future economic prosperity depends increasingly on diversifying access to new markets. With the support of its network of international offices, the ministry promotes exports to target markets and leads initiatives to attract international investment in Alberta. Several economic indicators, such as gross domestic product (GDP), the value of Alberta's exported products, and investment per capita, demonstrate that Alberta is making progress in achieving its international objectives.

Priority: Continue to implement *Alberta's International Strategy.*

Alberta's International Strategy supports the Government of Alberta's economic, strategic, cultural and social policies and activities, and advances Alberta's domestic interests internationally. The strategy seeks to fulfil the vision for the province to be:

- a desirable place to live, work, travel, study and conduct research;
- a safe, secure and responsible energy producer; and
- a preferred global supplier of goods and services.

Performance Measure:
81% of clients surveyed are satisfied with services to advance Alberta's international policy objectives.

The strategy outlines four major objectives with priority actions for each:

1. Diversify markets to expand the economy. The Canada-Korea Free Trade Agreement came into effect on January 1, 2015. This agreement is Canada's first free trade agreement in the Asia-Pacific region and ensures our exports will be more competitive. The European Union (EU) represents another opportunity for Alberta business. It is one of the world's most sophisticated markets, particularly with respect to innovation. With the pending ratification of the *Comprehensive Economic and Trade Agreement* between Canada and the EU, the European market also offers considerable new opportunities for Alberta's small and medium-sized enterprises. The ministry also continues to actively participate in the Trans-Pacific Partnership negotiations. A successful agreement would further reduce barriers for Alberta's global trade and investment.

2. Build Alberta's reputation as a global citizen. International and Intergovernmental Relations continued to develop relationships with decision-makers and influencers in key regions of the world. It highlighted a broad set of Alberta's strengths, including agriculture and agri-food products, forestry and new environmental technologies to incoming visitors and outgoing missions.

3. Prepare Albertans for success in the global community. In order to capitalize on the Canada-Korea Free Trade Agreement, IIR partnered with the Ministry of Agriculture and Rural Development, provincial academia, the Government of Canada, and Korean and Canadian export associations to host two Alberta-Korea business opportunities seminars. One was the Alberta-Korea Energy Roundtable; the other a business readiness seminar to develop business and cultural competencies when pursuing opportunities in the Korean marketplace. The seminar attracted more than 150 participants across multiple sectors, including small and medium-sized enterprises, and inspired ongoing academic work from partnering think tanks and universities.

The ministry also partnered externally to develop comprehensive learning sessions that help Albertans prepare to do business in or with China and Japan. Additionally, the ministry, in partnership with the Canada West Foundation, supported an "Engaging with China" seminar held in Calgary in October 2014. Also in Calgary that month, IIR partnered with the Ministry of Education and the Asia Pacific Foundation of Canada to host "Canada's Asia Challenge: Building Skills and Knowledge for the Next Generation" – the first ever national conference on building a more Asia-competent Canada. More than 200 stakeholders from the private, public, education and non-government sectors participated, as well as Canadian students and young professionals.

4. Prioritize and integrate government actions to take advantage of international opportunities. The implementation of *Alberta's International Strategy* has driven cross-ministry discussions and continues to improve focus, co-operation and communication across ministries. A series of government international sessions were hosted, twice each quarter since August 2014. These sessions allow officials to come together to discuss topics such as developing government-wide performance measures, understanding our collective information needs and collaborating on key messages to tell Alberta's story on the international stage.

Priority: Provide policy advice, strategic analysis and support to the premier and other elected officials at international meetings.

The ministry provided ongoing advice and support to the premier and elected officials at a number of international meetings, including the following:

- **Houston, Texas:** In January 2015, the premier undertook a mission to Houston to establish positive working relationships with key U.S. stakeholders and decision-makers. The mission focused on building support for projects and policies related to market access and critical to Alberta's prosperity. The premier attended the opening of the Flanagan South Pipeline Project, through which greater volumes of Alberta crude oil will reach refineries in the Gulf Coast.
- **Washington, D.C., Trenton, New Jersey, and New York City, New York:** In February 2015, the premier undertook a mission to promote Alberta as a responsible resource developer and strategic source of energy. The premier met with Governor Christie of New Jersey to discuss North American energy infrastructure, opportunities for future cooperation and recent legislation passed by the New Jersey legislature that may have discriminated against Alberta-based suppliers. In New York City, the premier engaged with key members of the U.S. financial community and gained insights into the global economy and the oil and gas sector from international financial institutions.

Throughout 2014-15, the Minister of International and Intergovernmental Relations participated in several meetings involving U.S. elected and government officials, including the Pacific NorthWest Economic Region Annual Summit, the joint Council of State Governments National and West Annual Summit, and the Inter-mountain Energy Summit. Through these meetings, the ministry developed governmental relationships, gained direct knowledge of U.S. political dynamics and advocated for Alberta's interests.

In 2014-15, the ministry organized 13 missions for MLAs to travel to the U.S. to meet with state legislators and officials. These missions fostered an increased awareness of provincial priorities and enhanced Alberta's profile with its largest trading partner. This included a mission to Minneapolis, Minnesota, to meet with native state legislators to discuss the importance of energy development among First Nations in Canada and Native Americans in the U.S. There is an opportunity to further share information and cooperate with native legislators in the areas of energy, environmental sustainability and economic development.

The ministry also prepared the premier and other elected officials for meetings with a number of stakeholders from Northeast Asia including the ambassadors of China and Japan; the consuls general of China, Korea and Japan; the chairman of Guangdong Province; the director general of foreign affairs of the province of Heilongjiang; and a number of senior business leaders. In addition, the ministry supported the Minister of Agriculture and Rural Development's mission to Asia in May 2014, which included "Invest in Alberta" seminars in Guangzhou, Hong Kong and Singapore, as well as several discussions with Tokyo-based firms with advanced interest in placing value-added agri-food investments in Alberta.

Priority: Expand international and bilateral partnerships with other governments.

The ministry engaged in major initiatives to expand and foster partnerships. It supported the complementary activities of other ministries in key regions of the world. For example, the ministry undertook strategic projects in northeast Asia to promote mutual interests in trade and investment, and to profile and market Alberta industries. To do so, it partnered with a number of northeast Asian contacts, including the provincial government of Gangwon, Korea; the departments of commerce and foreign affairs, and the Environmental Protection Bureau of the Province of Sichuan, China; the Department of Commerce of the Province of Guangdong, China; the Environmental Protection Bureau of the Province of Shandong, China; and the Environmental Protection Bureau of Jiangsu.

At home, the ministry collaborated with the Consulate General of the Republic of Korea on an Alberta-Korea energy roundtable to discuss and promote new opportunities for strategic energy cooperation, resulting from the Canada-Korea Free Trade Agreement.

President François Hollande of France visited Banff, Alberta, in November 2014 with a delegation of 50 individuals comprised of ministers, government officials, parliamentarians, post-secondary representatives and senior business executives. The Government of Alberta hosted an industry breakfast to connect French CEOs with CEOs from Alberta, bilingual MBA students, representatives from the Banff Centre and Government of Alberta officials. Alberta's Ministry of Culture and Tourism also hosted a tourism program for the business delegation. A letter of intent was signed between Alberta's Minister of Agriculture and Rural Development and France's Minister of Agriculture, Agri-food and Forestry. The letter of intent seeks to promote relationships, share information, knowledge and expertise, and collaborate on mutual priorities in agriculture research and post-secondary education. After attending the state luncheon hosted by the Governor General, the premier held a courtesy call with President Hollande.

Participation in U.S. transboundary organizations is also important to Alberta. Through these organizations, the ministry communicates Alberta's policies and positions. In 2014-15, the ministry collaborated with state governments on issues of mutual importance, such as enhancing market access, reducing barriers to the free and efficient movement of goods and people, and strengthening environmental regulation. IIR participated in meetings of the following organizations:

- Canadian/American Border Trade Alliance
- Council of State Governments
- Council of State Governments Midwest
- Council of State Governments West
- Pacific NorthWest Economic Region
- Ports-to-Plains Alliance

Alberta had considerable success in seeking endorsements from U.S. transboundary organizations for its position against country of origin labelling for agricultural products. Alberta successfully sought supportive resolutions against proposed increases to animal, plant and health inspection fees from CSG Midwest, Canadian/American Border Trade Alliance and the Ports-to-Plains Alliance.

Participation in the Ports-to-Plains Alliance has also shown success through a newly-formed Eastern Alberta Trade Corridor that will promote the growth and economic diversification of the eastern region of the province.

Through engagement with transboundary organizations, U.S. policy makers and decision influencers are encouraged to visit Alberta. These visits help them gain a direct understanding and awareness of Alberta, its people and policies, and the importance of Alberta's resources to the U.S.

Priority: Engage in strategic advocacy activities with key influencers within Canada and internationally to demonstrate that Alberta is a secure, reliable and responsible energy provider.

The EU's Fuel Quality Directive (FQD) policy was one of the greatest challenges to future access to energy markets – to not only the European market but to other markets as well, given Europe's influence to set policy and regulatory precedent globally. Early draft iterations of the policy would have blocked energy imports to Europe that originated from the oil sands. Alberta actively engaged in a multi-year effort to prevent discrimination against the province's energy sector in EU policies. The EU's revised FQD implementing measures were adopted on February 6, 2015. This adopted version no longer discriminates against oil sands derived transportation fuels.

Also related to the EU, in April 2014, the ministry coordinated a visit of a delegation of 20 economic and trade counsellors from EU missions in Ottawa to Alberta. The delegation met with representatives of the Government of Alberta and senior business officials to gather information and discuss issues related to the Alberta economy and investment climate, cooperation in science and technology, and the Comprehensive Economic and Trade Agreement.

In March 2015, the ministry supported a successful energy study tour, led by Natural Resources Canada, of European parliamentarians and influencers from Slovakia, Croatia, Austria and the Netherlands. This visit demonstrated Alberta's leadership in environmental protection and responsible energy development.

U.S. Visits

In addition to legislators, Alberta received visits from congressional staff, environmental think tanks and other U.S. stakeholders. During these visits the ministry provided information about the Canada-U.S. energy partnership, the economic impact of Canada's energy sector, including the number of U.S. suppliers and U.S.-based jobs, and Alberta's commitment to the environment.

Visit by Governor of New Jersey, Chris Christie, December 2014: Governor Christie met with the premier to discuss areas of cooperation with respect to energy and other sectors. This was also an opportunity for the premier to engage with Governor Christie in his role as chair of the Republican Governors Association.

Visit by Ambassador of Canada to the U.S., Gary Doer, December 2014: Ambassador Doer met with the premier to discuss Alberta's priorities in the U.S. and provide an update on a number of issues including the Keystone XL pipeline, country of origin labelling, and ways of better aligning provincial and federal activities.

Visit by the California Foundation on the Environment and the Economy, April 2014: This delegation received briefings on Government of Alberta policies and a site visit to the oil sands. Participants included California state senators, assembly members and senior executives from the California Public Utilities Commission, California Air Resources Board, Environmental Defense Fund and other major energy corporations, as well as leading advocates from California's environmental and labour organizations.

Visit by Rising State Leaders, June 2014: A delegation of up-and-coming state legislators selected under the Rising State Leaders program visited Alberta for briefing sessions and a site visit to the oil sands. The delegation included legislators from West Virginia, North Dakota, Montana, Arkansas, New Hampshire and Tennessee.

Priority: Support the Asia Advisory Council in the provision of advice on expanding existing economic, research, educational and cultural opportunities for Alberta in Asia.

The ministry provided support to the Government of Alberta's Asia Advisory Council as it engaged with government officials, as well as external stakeholders, to identify ways to expand tactical strategies within Asia, and identify barriers and opportunities. Meetings were held with the chief assistant deputy minister, international relations division, and the chair of the council. The ministry conducted two requests for proposals on behalf of the council. The first was to complete a literature review and the second to compile a list of recommendations for Alberta's engagement with Asia, based on findings from the literature review, stakeholder interviews and council expertise. The Asia Advisory Council Act expired December 31, 2014, and was not renewed.

Priority: Expand Alberta's market access to become a preferred global supplier.

Over the past year, the ministry led and supported trade initiatives focused on assisting Alberta companies. Highlights included the following:

Performance Measure: 85% of clients surveyed are satisfied with services to support Alberta business activity in targeted foreign markets.

Emerging Markets

For IIR, Emerging Markets refers to those countries in Latin America and the Caribbean, the Middle East and Africa, South and South East Asia and Australia and New Zealand. An abundance of natural resources in these markets make them a prime destination for the innovative, value-added manufactured goods and services produced in Alberta for the extractives industry.

In November 2014, the ministry, in partnership with the Department of Foreign Affairs, Trade and Development Canada (DFATD), led a mission of 19 Alberta private sector participants to Africa Oil Week in Cape Town, South Africa. The event, attracting more than 1600 participants, provided oil and gas companies and training institutions the opportunity to interact with government officials and senior industry representatives from across Africa.

Also in November 2014, the ministry, in collaboration with DFATD and Export Development Canada, coordinated a trade mission to the Expo Oil & Gas Colombia 2014 in Bogota, followed by an exploratory mission to Quito, Ecuador. Twenty Alberta companies participated in the mission to Colombia – IIR's tenth oil and gas trade mission to Colombia in the past nine years, with a total of more than 130 participating companies. The exploratory mission of 10 Alberta companies to Ecuador was a first for IIR. The continued and growing interest from Alberta companies to participate in IIR missions into the market, combined with the goal of having at least half of those be new companies, demonstrates growth and progress in the region.

IIR and its partners organized business development and information sessions for companies participating in the missions, including meetings with potential buyers and/or partners; providing market intelligence regarding local and international competition; and coordinating seminars and market briefings provided by the embassies of Canada in Colombia, Ecuador and Venezuela, Export Development Canada, the Colombian Canadian Chamber of Commerce and legal and consulting firms.

Performance Indicator: The total value of Alberta's exported products and services for 2013 is $109.8 billion.
The 2014 figure will be available in the fall of 2015.

In April 2014 , the ministry, in collaboration with DFATD, led an oil and gas trade and investment mission with nine Alberta companies to Australia. The program in Brisbane and Perth included seminars, meetings with prospective partners and networking events. Delegates also attended the Australian Petroleum Production and Exploration Association Annual Conference in Perth.

The ministry, in conjunction with DFATD, the Government of Ontario, Edmonton Economic Development Corporation and Export Development Canada, coordinated a mission to the Middle East which included attendance at the Abu Dhabi International Petroleum Exhibition Conference 2014.

United States

The U.S. is the largest customer for Alberta's exports. More than 85 per cent of the province's total exports are shipped to points in the U.S. and 17 of Alberta's top 20 international export destinations are U.S. states. Additionally, the U.S. is the source of two-thirds of all foreign investment in the province. Alberta continued to advocate for provincial interests with U.S. officials and decision-makers. Many of these interactions have already been described in previous sections. Some further examples include:

In August 2014, at the Intermountain Energy Summit in Idaho Falls, the Minister of International and Intergovernmental Relations participated on a panel where he described Alberta's roles and responsibilities as a responsible energy producer. While at the conference, the minister met with U.S. Energy Secretary Dr. Ernest Moniz.

At the large Offshore Technology Conference 2014, with the support of the ministry, Alberta companies networked and showcased their capabilities and technologies. They also created partnerships, informed international investors of investment opportunities in Alberta and promoted Alberta as a reliable and responsible energy producer.

Europe

Europe is Alberta's second largest source of foreign direct investment, and third most important regional export destination. For this reason, the ministry focuses considerable effort on intergovernmental and business relations in this part of the world.

Mobile World Congress, Barcelona, Spain, March 1-5, 2015

The ministry participated in Mobile World Congress 2015, supporting 12 Alberta companies. The companies secured individual meetings with key decision-makers of America Movil (Mexico), Telefonica (Global), Samsung (South Korea), Softbank (Japan), Globe (Philippines), Bharti Airtel, Ericsson India, Tata (India), Telenor (Norway),and Ooredo (Qatar). More than 20 Canadian trade commissioners from global markets attended and also set up partnering meetings between their clients and Alberta companies. Companies confirmed that trade show attendance and the associated support of the ministry were critical to obtaining these meetings. Fifty-two qualified business contacts were made at the Alberta booth, which included three potential investors/business immigrants. IIR also organized an "Alberta meets Oulu/Finland" networking event at the Alberta booth to further promote commercial relations between the two jurisdictions.

BioEurope Spring Partnering Event, Paris, France, March 2015

Four Alberta biotech companies attended the BioEurope Spring Partnering Event, which consisted of partnering meetings, a conference and presentation sessions by global pharmaceutical companies, providing detailed information on their research and development collaboration interests with biotech companies of all sizes. The ministry arranged travel funding through the National Research Council for all four companies. IIR had 19 pre-scheduled partnering meetings with private sector companies and regional and national industry associations to promote Alberta's life sciences sector.

A newsletter with market intelligence gathered at the event will be distributed to the government database of life sciences companies.

Ecobuild, London, UK, March 2015

The ministry, in cooperation with Alberta's international office in the UK, led Alberta's presence at Ecobuild, the largest green building event in the world. In partnership with Ontario, Quebec and Nova Scotia, 15 Alberta organizations exhibited within the Canadian pavilion. The ministry, in collaboration with the Canadian High Commission and Government of Ontario, also supported a networking event which attracted an estimated 150 attendees. As part of this program, the ministry invited Alberta building product companies to the second annual Canada Innovation Competition - a Canada/UK initiative to find innovative products and services from Canada to address challenges in the UK green building and sustainable design sector. This competition received more than 20 Canadian entries; for the second year in a row, two Alberta companies (Cadillac Coatings Inc. and Simple Solar Heating Ltd.), were short-listed. This year's winner was Edmonton's Cadillac Coatings Inc. Both short-listed companies will receive valuable profiles online and at industry events.

MEDICA, Düsseldorf, Germany, November 11-15, 2014

IIR participated in the Canadian pavilion at MEDICA, the world's largest medical trade show. Six Alberta companies used the Alberta booth as a platform to market their products, services and technologies. Two additional Alberta companies participated in the event; one as an independent exhibitor and another as a conference delegate. Outcomes included a speaking opportunity for an Alberta company at the Health IT Forum; key client introductions (e.g. health agency of Saudi Arabia); recruitment of Hong Kong-based biotech company to participate in a future mission to Shanghai and the dissemination of market and competitive intelligence accrued at Medica using a broadcast newsletter targeting Alberta life sciences companies.

Canada-Eureka MedTech Partnering Event, Basel, Switzerland, November 2014

Eureka is an international network for market-driven industrial R&D that includes more than 40 economies from Europe, Israel, South Korea and, since 2012, Canada. Alberta companies participate for access to technology, expertise and markets in Europe and beyond. IIR worked closely with the National Research Council to select eight Alberta health technology companies to participate - some with travel funding provided by the council. The program included company presentations, networking events and pre-scheduled partnering meetings. IIR was booked by six companies/organizations for business-to-business meetings. Six Alberta companies engaged in discussions on potential Eureka projects with partners in Switzerland, Spain, Germany, the United Kingdom, Latvia and Norway. It is expected that a mission from Spain will visit Alberta as a result of the conference, and a mission by a National Research Council Eureka team in Ottawa was confirmed to further promote Eureka to Alberta companies and stakeholders.

Performance Indicator: The total value of Alberta's exported products outside of North America for 2014 is $11.5 billion.

Germany Alberta Collaboration Program, November 2014

Fourteen Alberta organizations visited Germany to initiate partnerships with German small and medium-sized enterprises under the Germany Alberta Collaboration Program. Non-traditional industries were represented including those involved in information and communications technology, life sciences, aerospace and clean technology. As a result of this program, one Alberta software company has decided to open a sales office in Germany in partnership with a German company. Six Alberta companies received funding and began projects aimed at developing and commercializing innovative products and services with German partners in 2014.

Kazakhstan International Oil and Gas Exhibition, Almaty, Kazakhstan, September 2014

In the fall of 2014, IIR led an Alberta trade development mission to the Kazakhstan International Oil and Gas Exhibition-the largest such exhibition in Central Asia. More than 6,000 delegates from more than 25 countries attended. Eight Alberta companies, with a goal of diversifying their markets, attended the event and were supported by the ministry. The mission proved a successful collaboration between IIR, DFATD, Export Development Canada, Quebec and the Canada Eurasia Russia Business Association.

Northeast Asia

The Asia region includes key markets such as China, Japan, Korea and India that, in combination, make up Alberta's second largest export market worth more than $7.32 billion of Alberta's $121.42 billion in exports in 2014. Asia is also becoming a leading source of foreign direct investment in Alberta.

Over the past year, IIR worked with other ministries, provincial and federal colleagues, and industry on a number of initiatives to support Alberta small and medium-sized enterprises (SME) export interests in Northeast Asia, particularly Greater China, Japan, Taiwan, and South Korea. Some of these initiatives included:

Greater China

China and Hong Kong

The ministry, including the Alberta China Office (housed in the Canadian Embassy in Beijing) and the Alberta Hong Kong Office, co-hosted a "Doing Business in Alberta" seminar series in Guangzhou and Hong Kong in May 2014. Canadian professional service companies and Alberta businesses presented to more than 200 industry participants on the Canadian business environment, taxation, labour law, as well as specific investment projects in Alberta. These events gave 12 Alberta companies an opportunity to interact with possible partners. A number of Alberta businesses worked with Alberta international offices for additional customized outreach programs in Shanghai, Singapore and Tokyo.

The Alberta Shanghai Office initiated a number of missions to Alberta throughout the 2014-15 fiscal year. These missions related to research, petrochemicals and manufacturing investment opportunities. The office has also partnered with the ministry to promote research and exports with the Zhejiang Science and Technology Department and the Suzhou Industrial Park.

The Alberta China Office led a provincial presence at the Western China International Fair which serves as a regional platform for investment promotion, trade cooperation and diplomatic service. A fast growing network of industry and government counterparts in Sichuan Province and western China is opening new opportunities for Alberta, particularly in agri-food trade, unconventional resource development and investment into Alberta.

The Alberta China Office is increasingly leveraging media coverage. A December media day at ABC Cooking Studio at Indigo Shopping Mall promoted a Canadian beef cooking class organized by Canada Beef and Alberta Agriculture and Rural Development. Chinese media were invited to the event and Canada's ambassador to China, Guy St. Jacques, videotaped a welcome speech. China Daily reported the event in its December 19 issue, along with an analysis of the demand of imported beef that underscored the superior quality of Canadian beef.

In January 2015, IIR led 11 Alberta businesses and organizations to Nanjing and Jinan, China, and Seoul, Korea, to hold the second annual Alberta Asia Environmental Technologies Seminar series. The seminar enabled information sharing by industry representatives, applied research and development scientists and policy makers. The objective was to facilitate the export of products, technologies and services.

The China International Petroleum & Petrochemical Technology and Equipment Exhibition 2015 was held in Beijing, China, from March 26 to 28, 2015. In coordination with Ontario and the Canadian missions in China, the ministry organized a Canada Alberta Pavilion and a visit by Alberta companies to a shale gas industry park visit in Sichuan Province, the heart of China's significant shale gas reserves. As a result, industry-to-industry networks were developed, as was a deepened understanding of business opportunities on both sides.

The ministry, the Alberta Hong Kong Office, and the Canadian Consulate in Hong Kong collaborated with the Hong Kong Trade Development Council to support five Alberta ICT companies at the International ICT Expo 2014 from April 13 to 16, 2014 – one of Asia's leading ICT trade shows and networking platforms. A custom business program of business-to-business meetings and site visits was also arranged. Participating Alberta companies established 18 new business contacts in Australia, Hong Kong, Taiwan, Korea, China, Singapore and India with two companies reporting five contacts with a greater than 50 per cent probability of developing into a sale or investment. These outcomes indicate that initial face-to-face meetings are essential to creating business relationships.

The ministry, in collaboration with the Consulate General of Canada - Guangzhou Office, also supported three Alberta companies at the April 2014 China International Medical Equipment Fair, the largest exhibition of medical equipment, related products and services in the Asia Pacific region. The companies showcased their innovations in the field of medical and health technologies; connected with commercial, academic and governmental partners; and advanced their efforts to strategically enter China as well as other Asian markets.

The Alberta Hong Kong Office regularly organized small and focused investment attraction seminars, including annual events in May and January that profiled certain sectors of the Alberta economy or specific projects. It also facilitated meetings between Asian investment interests and Alberta businesses seeking partnerships. Clients have reported successful meetings, satisfaction with programming, and investment partnerships still under discussion.

In addition to the above, the Hong Kong office supported Alberta's priority sectors through a number of initiatives and trade shows, including the China Airshow in Zhuhai, the Canadian Smart Cities Forum in Shenzhen, the Canadian Environment and Green Building Mission to Hong Kong, the ICT Expo in Hong Kong, the China Medical Equipment Fair and the Annual Education Fair in Hong Kong. Delegations from the advanced industries, energy, forestry, agri-food and education sectors received customized matchmaking support for their programs in Hong Kong.

Taiwan

Highlights of the year for the Alberta Taiwan Office include the organization of a number of small, customized "Study in Alberta" workshops with educational partners for 80 prospective international students; co-hosting of a Canadian Softwood Lumber Grading System Seminar during the Taipei BEX show; co-hosting of the Canadian Pipeline Safety seminar with the Canadian Trade Office in Taipei; advancement of Alberta's relations and interests with the City of Kaoshiung regarding pipeline management and technologies; and support of a number of Alberta industry delegations with customized meeting arrangements and programs. Two agri-food export wins were identified through previous support for Alberta agri-food delegations, and a number of export, investment and educational leads have been identified and initiated over the year.

Japan

In May 2014, the Alberta Japan Office facilitated a research mission from the Canadian International Grains Institute, the Alberta Barley Commission, Alberta's Food Processing Development Centre and the Agrivalue Processing Business Incubator. It collected information and commercial leads for barley producers on developing specific varieties for niche and high-paying market segments in Japan. Further, the Alberta Japan Office successfully held an Alberta Champion Investment seminar in Tokyo which profiled Alberta's agri-food sector to more than 50 key senior Japanese executives with investment interests in Western Canada. Other support for Alberta's agri-food sector in Japan included collaboration with the New West Partnership to support a market research tour for more than 18 agri-food businesses; organization of a number of matchmaking events for Alberta agri-food missions; and organization of the Minister of Agriculture's 2014 mission to Japan.

Similar supports were provided to the Alberta Forest Products Association to facilitate individual meetings and broader industry events. Alberta's energy sector was promoted and profiled through a well-attended Alberta liquefied natural gas (LNG) seminar event, and the sector was a strong presence at Japan's annual LNG Producer-Consumer Conference in 2014 organized by Japan's Ministry of Economy, Trade and Industry.

Throughout the fiscal year, the Alberta Japan Office facilitated commercial discussions between Alberta and Japanese businesses; some were carry-overs from previous years. The office has facilitated a number of successful exports in advanced technologies (health sciences, ICT, etc.), agri-food shipments and liquefied petroleum gas shipments from Canada to Japan. As well, a number of research connections have been made which may lead to future collaborations of commercial value.

Alberta and British Columbia collaborated at the Expo Comm Wireless Japan from May 28 to 30, 2014, in Tokyo, Japan. An Alberta pavilion showcased four Alberta companies and their wireless technologies, and one signed a non-disclosure agreement with a significant Japanese company. Another received follow-up business enquiries and re-visited Japan.

The International Modern Hospital Show, held from July 14 to 18, 2014 in Tokyo with 317 exhibitors and more than 81,000 attendees, linked providers of medical technology, health support and social services with buyers from around the world. The ministry organized the Alberta Pavilion with three physical exhibitors and seven virtual participants to connect with Japanese commercial, academic and government partners. Alberta delegates were provided on-the-ground support during the show and at the seminar presentations. Seventy new business contacts were generated, with one company reporting two serious enquiries following the show.

Korea

There was a perceptible increase in interest from Korean firms in Alberta, along with queries related to imports and exports, investment and research collaboration. The energy and agri-food sectors remain the most common areas of interest, but queries also relate to professional services, environment (water), and clean technologies. The Alberta Korea Office has focused on development of close client relationships and facilitation of visits, many at senior levels, to Alberta. It has been working with key clients in Korea and Alberta to encourage the purchase of agri-food products, forestry and wood products and to explore broader energy partnerships and downstream petrochemical investments.

Alberta's agri-food interests in Korea were supported by a substantial Alberta/British Columbia presence at the Seoul Food Show in June 2014 as well as the 2014 Western Canada Food Show Expo in Seoul. These initiatives supported the interests of 15 Alberta agri-food businesses/associations and generated well over 100 inquiries, as well as media coverage. The Alberta Korea Office also received a number of agri-food delegations, provided customized programming and facilitated meetings for Alberta delegates.

Alberta's educational partners were supported in Korea through facilitation at the November 2014 Canada Education Fair in Korea and through the ongoing successful Alberta Gangwon Provincial Government Global Leadership Program. It continues to send working level officials to Alberta for professional development and cultural exposure.

The ministry provided information on the important role that Western Canada's energy sector can play for energy security and commercial partnerships with Korea, and in November 2014, it held a well-attended and successful Western Canadian Energy Seminar. Possible cooperation of government and research institutes in the energy sector were explored and continue to progress. The Alberta-Korean environment technologies workshop held in January 2015 facilitated cooperation in this field, initiating commercial discussions that are ongoing.

Priority: Promote the advantages of doing business in Alberta to attract foreign direct investment to the province.

Performance Indicator: In 2014, the per capita investment into Alberta totalled $27.6 thousand.

The ministry continued to receive a large volume of interest from international clients seeking a variety of investment opportunities in Alberta. These queries are supported to differing degrees, depending on the focus of interest and the seriousness of the query. In many cases, discussions are of a cross-ministry nature, and IIR leads the cross-ministry working group on investment attraction to ensure coordination of Alberta's approach.

Performance Indicator: In 2014, Alberta ranked second, compared to other Canadian provinces and territories, in total investment per capita.

The ministry also organized several events both within and outside of Alberta to attract investment to the province. It is rare for an investment campaign to start and end with participation at a single event or forum. While some decisions may follow closely on the conclusion of the event, it is the continued follow-up that determines Alberta's ultimate success in attracting investment.

Ministry organized events within Alberta to attract investment:

- **The Stampede Investment Forum was created to promote investment in Alberta.** It is focused on international companies with capital, technology and resources that could have a meaningful impact on Alberta's energy industry. The year 2014 marked the second time the forum has been held. The three-day event, a partnership between the Government of Alberta, Calgary Economic Development and the Canadian Association of Petroleum Producers, attracted 40 representatives from 25 companies and 14 countries. Attending companies which subsequently invested in Alberta included Cofely Fabricom (Belgium/France), Logstor (Denmark), APS Technology (U.S.) and Repsol (Spain).
- **The ministry was the lead organizer for the Government of Alberta's presence at the Global Petroleum Show which took place in Calgary from June 10 to 12, 2014.** The show attracted more than 63,000 attendees from 100 countries and showcased 2,000 local and international exhibiting companies. IIR organized personalized programs for more than 25 VIP delegations. The programs consisted of a combination of meetings with senior government leaders, business leaders (to discuss trade and investment opportunities) and site visits. The ministry also led the Alberta Unmanned Vehicle Systems (UVS) Summit at the Alberta pavilion during the show. Representatives from Alberta's UVS industry presented an overview of their capabilities and technologies related to an array of applications in the oil and gas sector to more than 70 delegates.

Ministry organized events outside of Alberta to attract investment:

- In May 2014, IIR organized two Alberta Business Partnering and Investment Attraction seminars in Guangzhou and Hong Kong. The ministry helped recruit companies and provided some support for visits to Alberta, including facilitating meetings with government partners and interested Alberta companies. Fourteen Alberta companies participated.
- In January 2015, the ministry led an Alberta mission to the 2015 International Builders Show in Orlando, Florida, and profiled Alberta's sustainable building products sector to an estimated 125,000 delegates. More than 200 qualified business leads representing architects, homebuilders, building consultants, contractors, business development professionals and product designers were captured and shared with Alberta mission participants.
- Similarly, IIR organized and staffed a pavilion at the Unmanned Systems 2014 show in Orlando, Florida, to promote Alberta's capabilities to more than 8,000 attendees from more than 40 countries. The Alberta pavilion featured a business matchmaking service.

Priority: Administer the Alberta Abroad Program to provide recent Alberta post-secondary graduates opportunities to develop specialized skills and gain international work experience.

The Alberta Abroad program seeks recent post-secondary graduates across all disciplines for fully funded, short-term placements within international organizations, government departments, financial institutions and academic think tanks. Host organizations are selected based on alignment with Alberta's strategic regional interests, priority sectors and industries. The program has helped Alberta strengthen its relationships with key global partners in priority markets, while providing recent graduates with a head start in their careers. During the 2014-15 fiscal year, the Alberta Abroad program successfully negotiated and filled 15 externship positions with 10 host organizations.

GOAL TWO:
Alberta's policy interests within Canada are advanced.

The ministry leads the coordination of Alberta's economic, resource, environmental, social and fiscal policies and activities as they relate to other governments within Canada.

- It works with other ministries, partners, clients and stakeholders to develop intergovernmental strategies on issues of importance.
- Through Alberta's leadership and participation within the Canadian federation, it pursues a federal system that best serves the needs of Albertans and Canadians.
- It reviews all intergovernmental agreements to ensure they are consistent with the broad objectives and constitutional obligations of the Government of Alberta.

Priority: Provide policy advice, strategic analysis and support to the premier and other elected officials to advance Alberta's interests within Canada.

Priority: Expand multilateral and bilateral partnerships to develop cooperative approaches on issues of mutual importance with other governments.

Performance Measure: 85% of clients surveyed are satisfied with services to advance Alberta's interests within Canada.

The Minister of International and Intergovernmental Relations is responsible for coordinating all policies, programs and activities of the Government of Alberta and its agencies in relation to other Canadian (federal, provincial, territorial) and foreign governments. The ministry works with other ministries across the Government of Alberta to expand multilateral and bilateral partnerships. This enables the provinces to develop cooperative approaches on issues of mutual importance.

In 2014-15, the ministry supported the premier, ministers and deputy ministers at more than 130 multilateral and bilateral meetings or conferences. IIR provides regular support to ministries involved in more than 25 intergovernmental forums. This includes ministerial and deputy minister forums and subcommittees. These meetings facilitated progress for Alberta's policy objectives on a range of issues including energy, the environment, healthcare, education, justice and immigration.

Premier's Meetings and Initiatives

The Council of the Federation, the Western Premiers' Conference and the New West Partnership are intergovernmental forums in which Alberta's premier participates. The ministry provided policy advice, strategic analysis and support to the premier and other elected officials in order to advance Alberta's interests within Canada.

Council of the Federation

The Council of the Federation is comprised of all 13 provincial and territorial premiers in Canada. Its objectives are to promote interprovincial-territorial cooperation, foster meaningful relations between governments and demonstrate leadership on issues important to all Canadians. The Council of the Federation holds two meetings each year, one in the summer and one in the winter.

August 26-30, 2014 – Charlottetown, Prince Edward Island
The premiers discussed a range of issues impacting Canada's competitiveness, including facilitating internal trade and improving access to international markets. They also considered challenges related to aging, the labour market and Canada's fiscal arrangements.

Key priorities for Alberta during the meeting were the Agreement on Internal Trade (AIT) and the Canadian Energy Strategy. The premiers agreed to modernize the AIT to reduce or eliminate remaining trade barriers and to better align the AIT with recent international trade agreements. The premiers welcomed Quebec as a full participant in the Canadian Energy Strategy and released a revised vision and principles for the strategy. It was agreed that the Canadian Energy Strategy would be finalized by the July 2015 Council of the Federation meeting, which will be held in Newfoundland and Labrador.

The ministry is strongly involved in supporting the premier as co-chair of two working groups of the Council of the Federation:

- Established in July 2012, the Canadian Energy Strategy Working Group is led by the premiers of Alberta, Manitoba, New Brunswick and Newfoundland and Labrador, and is composed of provincial and territorial ministers of energy. As owners of natural resources, provinces and territories have an essential role to play in promoting Canada as a global leader in energy development, knowledge and technology, and ensuring that development is advanced in a sustainable and responsible manner.
- Established in January 2012, the Fiscal Arrangements Working Group supports the premiers' shared commitments to fiscal responsibility and sustaining essential public services. The working group is led by the premiers of Alberta, Manitoba, Ontario, New Brunswick, Quebec and Prince Edward Island and is composed of provincial and territorial finance ministers.

January 30, 2015 – Ottawa, Ontario
The focus of the winter Council of the Federation meeting was the economy. The premiers also continued their discussion on aging, the labour market and fiscal arrangements. Alberta noted the need to acknowledge the changed economic circumstances since the summer meeting and reiterated that the reduction in oil prices over the previous months would impact the Canadian economy.

Premiers' reiterated their commitment that a completed Canadian Energy Strategy would be brought forward at the 2015 summer meeting. They also discussed action on climate change and agreed to share best practices at the climate change summit in Quebec City. The premiers agreed to continue discussions leading to the meeting in Paris in December 2015 on the United Nations' Framework Convention on Climate Change.

Western Premiers' Conference

The Western Premiers' Conference is an annual event that allows collaboration on important issues by seven jurisdictions: Alberta, British Columbia, Saskatchewan, Manitoba and the three territories.

July 9-10, 2014 – Iqaluit, Nunavut
The premiers emphasized the importance of continued economic growth, and they discussed a number of priorities including labour market development, market access, Aboriginal child welfare, and disaster management and assistance. They also acknowledged the vital role that rural and remote communities play in the prosperity of Canada.

New West Partnership

The New West Partnership is a political and economic partnership between the governments of British Columbia, Alberta and Saskatchewan.

Transportation Infrastructure Summit
November 5-6, 2014 – Regina, Saskatchewan
The premiers of the New West Partnership met with transportation and industry leaders to explore how Western Canada's transportation system could be strengthened to better move the region's products to global markets. The aim of the summit was to examine the long-term capacity, efficiency, reliability and competitiveness of the transportation system. Given that Western Canada accounts for more than 60 per cent of Canada's exports to Asia, access to global markets is important not only for Alberta's prosperity, but for that of Canada as well.

Cooperation between all governments and the private sector is required to address Canada's transportation challenges. Participants at the summit agreed on a vision for the transportation infrastructure system: an integrated and collaborative system and supply chain that keeps up with demand growth, prioritizes safety and environmental protection, and has the right options to move goods efficiently and cost-effectively. This includes high-volume marine ports and high-quality highway, rail and pipeline systems across the three provinces. Participants also agreed on 10 priority actions that will be led by the Pacific Gateway Alliance.

In addition to the above multilateral forums, the ministry supports the premier in bilateral meetings and initiatives with the leaders of other Canadian provinces and territories. Introductory calls and visits, as well as subsequent meetings, help to foster collaboration and expand on shared policy interests within the Canadian federation.

In 2014-15, IIR provided support for almost 20 premier-level bilateral meetings, including meetings with:

- Premier Gallant of New Brunswick to discuss the Energy East pipeline, labour mobility, and the Agreement on Internal Trade on October 20, 2014;
- Premier Clark of British Columbia to discuss West Coast market access, including Aboriginal engagement and internal trade on November 20, 2014;
- Premier McNeil of Nova Scotia to sign agreements to improve apprenticeship mobility and promote the mutual recognition of pre-employment training between the two provinces and to discuss a range of issues, including internal trade and energy, on November 25, 2014;
- Premier Couillard of Quebec to discuss the environment, energy development and export, and the Energy East pipeline on December 2, 2014;
- Premier Wynne of Ontario to discuss energy and the environment, as well as innovation, First Nations' issues, infrastructure and securities regulation on December 3, 2014; and
- Premier McLeod of the Northwest Territories to sign an historic agreement to collaboratively manage transboundary water resources, including commitments to address shared surface water quantity, quality and groundwater, all in a manner that maintains the aquatic ecosystem health of the Mackenzie River Basin. As well, the two premiers discussed market access, energy, and Aboriginal relations on March 18, 2015.

Priority: Foster stronger relations with the federal government and advocate for Alberta's perspective on important intergovernmental issues with the support of the Alberta office in Ottawa.

IIR provides an overarching intergovernmental perspective to various policies, proposals and programs. It promotes a common understanding of intergovernmental issues across the Government of Alberta so the perspectives of Albertans are presented more clearly and effectively to the federal government. The ministry works directly with federal officials and supports other Government of Alberta ministries in their dealings with the federal government in order to foster strong and productive relationships.

The ministry also works closely with members of the provincial cabinet to ensure Alberta's priorities are effectively articulated to the federal government. Cabinet members are encouraged to raise Alberta's intergovernmental priorities when meeting with their federal counterparts. They are provided the necessary briefing support to facilitate those conversations.

Between April 2014 and March 2015, the premier met with the prime minister on several occasions. During these meetings, a range of issues were discussed, including energy, climate change, First Nations and the environment.

The Alberta Ottawa Office has played a significant role in relationship-building and advocacy in both Ottawa and the Toronto-Montreal-Quebec City corridor. In the fall of 2014, the premier announced a review of Alberta's international offices network, including the Alberta Ottawa Office. The review included consultation with stakeholders in the international offices, the Government of Alberta, the federal government and the public and private sectors. One cost-saving measure identified through the review was the closure of the Alberta Ottawa Office, which took place March 31, 2015. Alberta's priorities in Ottawa will continue to be advanced through the ministry's Alberta-based staff.

Priority: In collaboration with other ministries, define intergovernmental strategies that ensure a coordinated and consistent approach to economic, resource, environmental, social and fiscal policies as they relate to other jurisdictions within Canada.

The ministry has built an effective and adaptable network to coordinate intergovernmental policies, initiatives and meetings across the Government of Alberta. IIR aims to ensure the approach of all ministries to intergovernmental relations is consistent and aligns with Alberta's overarching intergovernmental objectives.

This involves:

- regular contact with officials from other ministries and governments;
- attending all federal/provincial/territorial (F/P/T) ministerial meetings to provide intergovernmental advice and support;
- briefing other ministers and deputy ministers in advance of F/P/T meetings;
- supporting the officials of other ministries on F/P/T teleconference calls;
- facilitating internal discussions on cross-ministry issues; and
- hosting regular intergovernmental sessions for officials from other ministries to share information and best practices.

The ministry also provides up-to-date intelligence and briefings on policy and strategy development to staff across the government on developments across the country.

Canadian Energy Strategy

Since 2012, Alberta has co-chaired the development of the Canadian Energy Strategy at the Council of the Federation with Manitoba and Newfoundland and Labrador. New Brunswick joined as a co-chair in January 2015. The Canadian Energy Strategy provides a framework for sustainable energy development across Canada that recognizes regional strengths and priorities and respects provincial jurisdiction over natural resources.

Each jurisdiction across the country has a unique energy resource endowment, as well as particular strengths and challenges. All provinces and territories have valuable expertise to share, particularly on the development of renewable energy, energy efficiency, conservation research and innovation. A collaborative approach to energy will help ensure secure, stable and equitable access to energy for Canadians, as well as leverage Canada's position in the global market. The Canadian Energy Strategy is intended to clarify and communicate pan-Canadian objectives and enhance alignment of resources, initiatives and policies.

In 2014-15, the ministry worked closely with other departments, particularly Alberta Energy, to advance Alberta's priorities within the Canadian Energy Strategy.

Priority: In collaboration with other ministries, complete timely and consistent reviews and approvals of intergovernmental agreements.

Under Section 11 of the *Government Organization Act*, the Minister of International and Intergovernmental Relations is responsible for approving all of Alberta's intergovernmental agreements. Under the Act, the Minister also has a coordination role and an option to participate in any intergovernmental negotiations.

The coordination role ensures Alberta has a consistent and coherent approach with other governments. It also allows IIR to share experiences, trends and best practices, such as wording, that may address common points of contention.

The review and approval role ensures agreements are not binding on Alberta unless IIR has approved them, signifying that they align with Alberta's intergovernmental objectives. IIR's role is not to review the general policy choices of Alberta ministries, but to ensure consistency with the constitutional obligations and broad intergovernmental objectives of the Government of Alberta.

The option to participate allows IIR to assist other departments in their negotiations with other governments. Generally, IIR plays more of a coaching and advising role, but IIR may choose to actively engage in the negotiation of agreements with significant intergovernmental implications.

In 2014-15, IIR reviewed more than 462 agreements between the Government of Alberta and other governments. A total of 201 proceeded to signature. These agreements range considerably in complexity and purpose and represent a significant commitment of resources within the ministry.

In order to further support collaboration with other ministries, IIR led workshops discussing intergovernmental policies and the importance of consistent application of those policies when negotiating intergovernmental agreements.

GOAL THREE:
An effective rules-based system supports Alberta's priorities in trade in goods and services, investment flows and labour mobility.

Performance Indicator:
In 2012-13, Alberta received an independent rating of 4.16, on a 5 point scale, of the effectiveness of Alberta's domestic trade agreement framework for trade, investment and labour mobility.

The ministry enhances opportunities for Albertans through the negotiation, implementation and ongoing management of trade agreements that promote the free flow of goods, services, people and investment within Canada and internationally. There are international and domestic components to these efforts aimed at reducing barriers to trade, labour mobility and investment.

The federal government has the constitutional jurisdiction to negotiate international agreements for Canada. However, the federal government cannot pass legislation in areas of provincial jurisdiction and increasingly, international trade negotiations deal with "behind the border" issues such as investment services, and environment and labour matters that are wholly or partially within provincial jurisdiction. Alberta's participation in negotiations ensures federal negotiators are aware of Alberta's interests and can reflect those interests in negotiations.

IIR coordinates and develops Alberta's positions and approaches to negotiations and agreements in conjunction with all other government ministries, particularly those with economic and trade interests. The ministry also coordinates the implementation of these agreements and provides ongoing advice and recommendations to other departments. These efforts are further supported by the provision of statistics, economic and trade analysis, and research.

Priority: Reduce barriers to trade, labour mobility and investment.

Priority: Advocate Alberta's interests in negotiations that promote liberalization of trade, investment and labour mobility.

Performance Measure:
80% of clients surveyed are satisfied with services to support a stable set of rules for Alberta's exports and investments.

On January 1, 2015, the Canada-Korea Free Trade Agreement entered into force. This free trade agreement, Canada's first in Asia, will provide new access for Canadian businesses and workers to South Korea. South Korea is the fourth largest economy in Asia with an annual GDP of $1.1 trillion and a population of 50 million people. This agreement ensures Canadian exports will be able to compete with exports from the European Union and the United States who already have free trade agreements with South Korea.

Ministry officials also worked closely with the federal government on the Comprehensive Economic and Trade Agreement negotiations with the European Union. Negotiations concluded on August 5, 2014, and the agreement is now undergoing legal review to be followed by translations, formal signature and ratification by authorities in Canada and the European Union.

The agreement with the European Union will give Albertans guaranteed access to a consumer base of more than 500 million people. With a GDP of $17 trillion in 2012, the European Union is the largest and most lucrative single market in the world. IIR worked closely with the federal government to ensure the completed agreement will reduce barriers to trade and investment, thereby producing substantial gains for many of Alberta's key sectors, including agriculture and agri-food, manufacturing, chemicals and plastics, and forest products. Once it comes into force, the agreement will immediately eliminate a substantial number of agricultural tariffs and provide new opportunities for Albertan beef, pork and bison in markets that were previously closed or severely restricted.

The ministry continued to be an active participant in the Trans-Pacific Partnership negotiations. These negotiations include the United States, Japan, Mexico, Australia, Singapore, Malaysia, Chile, New Zealand, Peru, Vietnam, Brunei and Canada. Members represent a market of 793 million consumers with a combined GDP of $28.1 trillion, which is 39 per cent of global GDP. A successful agreement would significantly assist in reducing barriers to global trade and investment.

The New West Partnership Trade Agreement (NWPTA), which came into effect on July 1, 2010, is a trade agreement between the governments of Alberta, British Columbia and Saskatchewan. The NWPTA requires that government and public entities remove impediments to trade across all economic sectors and provide non-discriminatory treatment to the persons, suppliers, goods, services, investors and investment of the other two provinces. The NWPTA is comprehensive, applying to all government measures (including legislation, regulations, standards and procurement) which affect trade, investment and labour mobility. Ongoing monitoring of compliance and responses to complaints ensure Albertans are receiving the full benefits of the agreement. IIR is also engaged in further negotiations on technical improvements to the NWPTA.

The ministry is also actively engaged in negotiations with the other provinces, territories and the federal government on internal trade renewal. The intent is to expand and modernize the pan-Canadian Agreement on Internal Trade or to develop a new and improved agreement that supersedes the AIT. Since December 2014, provinces, territories and the federal government have been meeting in monthly negotiation sessions to develop a modern and expanded trade agreement at the national level. Such an agreement will also be better aligned with international trade agreements. Negotiations are targeted to be concluded by March 2016.

Priority: Anticipate, prevent and manage disputes and defend Alberta's interests under existing trade and investment agreements.

Once a trade agreement comes into force, IIR upholds Alberta's interests by ensuring other jurisdictions live up to their trade obligations. The NWPTA and AIT both have formal dispute mechanisms to deal with alleged violations of these obligations. These mechanisms are accessible to governments as well as to persons, businesses, associations and other non-government entities. In the event of a complaint, IIR enters into informal consultations with the other government to try to resolve the matter. Where necessary, IIR will initiate a formal dispute under the established dispute mechanism of the appropriate agreement.

Performance Indicator: In 2014-15, there were no trade disputes where Alberta was the subject of the complaint.

Performance Indicator: In 2014-15, Alberta had no trade disputes that were resolved where Alberta was the subject of the complaint.

Recently, the ministry led Alberta's participation in a trade dispute under the AIT against prohibitions and restrictions placed by another province on the manufacturing, sale and marketing of dairy alternatives in that province. An AIT dispute panel ruled that these prohibitions and restrictions were inconsistent with the obligations of the AIT. The Government of Alberta became involved in this challenge on behalf of Alberta oilseed growers and vegetable-oil processors.

In 2014-15, Alberta was not the subject of any trade disputes or complaints under international or domestic trade agreements. However, Alberta has supported Canada's challenge to U.S. mandatory country of origin labelling (COOL) rules in the World Trade Organization (WTO). On October 20, 2014, a WTO "compliance panel" ruled that the U.S. had failed to bring its COOL measures into conformity with its international trade obligations. Shortly thereafter, the U.S. announced that it would appeal this ruling to the WTO Appellate Body.

Priority: Develop an analytical framework and process to monitor and assess foreign investment in Alberta.

The ministry leads on issues related to Alberta's approach to foreign direct investment. This includes working closely with other ministries on analyses and responses to foreign investment reviews initiated under the *Investment Canada Act.*

As part of these efforts, IIR chairs a foreign direct investment interdepartmental working group which was established to ensure a more proactive and consistent approach to foreign direct investment in Alberta. Since the formation of the working group, a consistent, rigorous approach for Government of Alberta participation in *Investment Canada Act* reviews has been established, as well as an Alberta-specific approach to guide the assessment of proposed foreign investment into the province.

For *Investment Canada Act* reviews with a connection to Alberta, the working group has been advocating for Alberta's interests by providing comments to, and working with, Industry Canada officials to ensure federal officials have the same factual information as Alberta regarding the transaction being reviewed. The ministry ensures the implications for the province of an investment under review are clearly communicated to the federal government for consideration in their review process.

FINANCIAL INFORMATION

Independent Auditor's Report

To the Members of the Legislative Assembly

Report on the Financial Statements
I have audited the accompanying financial statements of the Ministry of International and Intergovernmental Relations, which comprise the statement of financial position as at March 31, 2015, and the statements of operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility
My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion
In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ministry of International and Intergovernmental Relations as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[Original signed by Merwan N. Saher, FCA]
Auditor General
June 3, 2015
Edmonton, Alberta

Financial Statements

Statement of Operations

Year ended March 31, 2015

(in thousands)

	2015		2014
	Constructed Budget	Actual	RESTATED Actual Note 3
Revenues (Schedule 1)			
Other Revenue	$ 500	$ 502	$ 751
	500	502	751
Expenses - Directly Incurred (Note 2b and Schedule 6)			
Programs (Schedules 2 and 3)			
Ministry Support Services	6,545	6,213	6,005
Intergovernmental Relations	6,084	5,160	5,136
International Relations	26,831	21,040	21,308
	39,460	32,413	32,449
Net Operating Results	$ (38,960)	$ (31,911)	$ (31,698)

The accompanying notes and schedules are part of these financial statements.

Statement of Financial Position

As at March 31, 2015

(in thousands)

	2015	2014 RESTATED Note 3
Assets		
Cash	$ 1,935	$ 1,928
Accounts Receivable (Note 4)	412	55
Advances (Note 5)	751	729
Tangible Capital Assets (Note 6)	97	133
	$ 3,195	$ 2,845
Liabilities		
Accounts Payable and Accrued Liabilities	$ 3,738	$ 4,192
Net Liabilities		
Net Liabilities at Beginning of Year	(1,347)	(1,791)
Net Operating Results	(31,911)	(31,698)
Net Financing Provided from General Revenues	32,715	32,142
Net Liabilities at End of Year	(543)	(1,347)
	$ 3,195	$ 2,845

Contractual Obligations (Note 7)

The accompanying notes and schedules are part of these financial statements.

Statement of Cash Flows

Year ended March 31, 2015

(in thousands)

	2015	2014 RESTATED Note 3
Operating Transactions		
Net Operating Results	$ (31,911)	$ (31,698)
Non-cash items included in Net Operating Results		
Amortization	36	35
	(31,875)	(31,663)
(Increase) Decrease in Accounts Receivable	(357)	24
Decrease in Accounts Payable and Accrued Liabilities	(454)	(290)
Cash Applied to Operating Transactions	(32,686)	(31,929)
Capital Transactions		
Acquisition of Tangible Capital Assets	-	(7)
Investing Transactions		
Increase in Advances	(22)	(208)
Financing Transactions		
Net Financing Provided from General Revenues	32,715	32,142
Increase in Cash	7	(2)
Cash at Beginning of Year	1,928	1,930
Cash at End of Year	$ 1,935	$ 1,928

The accompanying notes and schedules are part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

NOTE 1 AUTHORITY AND PURPOSE

The Ministry of International and Intergovernmental Relations operates under the authority of the *Government Organization Act,* Chapter G-10, Revised Statutes of Alberta 2000.

The purpose of the Ministry is to lead government-wide policies, strategies and partnerships with other Canadian and foreign governments as well as industry, to capitalize on Alberta's regional, national and global relationships and opportunities.

The Ministry fulfills this role by focusing on:

- Coordinating Alberta's relationships with governments across Canada and around the world;
- Enhancing Alberta's national and international presence on behalf of Albertans; and
- Facilitating export development and investment attraction from targeted international markets.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian public sector accounting standards.

(a) Reporting Entity

The reporting entity is the Ministry of International and Intergovernmental Relations, for which the Minister of International and Intergovernmental Relations is accountable. The Ministry Annual Report provides a more comprehensive accounting of the financial position and results of the Ministry's operations, for which the Minister is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the President of Treasury Board and Minister of Finance. All cash receipts of the ministry are deposited into the Fund and all cash disbursements made by the ministry are paid from the Fund. Net Financing Provided from General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported on the accrual basis of accounting. Cash received for which goods or services have not been provided by year end is recorded as deferred revenue.

CREDIT OR RECOVERY

Credit or Recovery initiatives provide a basis for authorizing spending. Credits or Recoveries are shown in the details of the Government Estimates for a supply vote. If budgeted revenues are not fully realized, spending is reduced by an equivalent amount. If actual credit or recovery amounts exceed budget, the ministry may, with the approval of the Treasury Board Committee, use the excess to fund additional expenses of the program.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES
(continued)

Expenses

DIRECTLY INCURRED

Directly incurred expenses are those costs for which the ministry has primary responsibility and accountability, as reflected in the Government's budget documents.

In addition to program operating expenses such as salaries, supplies, etc., directly incurred expenses also include:

- amortization of tangible capital assets,
- pension costs, which are the cost of employer contributions for current service of employees during the year, and
- valuation adjustments, which include changes in the valuation allowances used to reflect financial assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay, guarantees and indemnities.

INCURRED BY OTHERS

Services contributed by other entities in support of the ministry's operations are not recognized, and are disclosed in Schedule 5 and allocated to programs in Schedule 6.

Assets

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets of the ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals. Assets acquired by right are not included. Tangible capital assets of the ministry are recorded at historical cost and amortized on a straight-line basis over the estimated useful lives of the assets. The threshold for all other tangible capital assets is $5,000.

Cash consists of deposits held with financial institutions.

Amortization is only charged if the tangible capital asset is in use.

Liabilities

Liabilities are recorded to the extent that they represent present obligations as a result of events and transactions occurring prior to the end of the fiscal year. The settlement of liabilities will result in the sacrifice of economic benefits in the future.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES
(continued)

Net Liabilities

Net liabilities represent the difference between the carrying value of assets held by the ministry and its liabilities.

Canadian Public Sector Accounting Standards require a "net debt" presentation for the statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and liabilities as "net debt" or "net financial assets" as an indicator of the future revenues required to pay for past transactions and events. The ministry operates within the government reporting entity, and does not finance all its expenditures by independently raising revenues. Accordingly, these financial statements do not report a net debt indicator.

Measurement Uncertainty
(in thousands)

Measurement uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Accounts payable and accrued liabilities include measurement uncertainty of $735 (2014: $622) is related to separation allowances calculated for Locally Engaged staff (LES) located at our international offices. Separation allowances include the LES vacation liabilities and potential severance payments as required by local international jurisdiction's labour law.

The ministry's liability could change substantially in the future, if factors considered by management in establishing the estimates were to change significantly.

Foreign Currency Transactions

The ministry uses the temporal method to translate foreign currency transactions as follows:

- monetary items are translated at the rate of exchange in effect at the balance sheet date; and
- expense items and non-monetary items are translated at the rate of exchange in the period they occur.

NOTE 3 GOVERNMENT REORGANIZATION AND PROGRAM TRANSFER
(in thousands)

Effective April 1, 2014, responsibility for funding of two public affairs officer positions was transferred from the Ministry of Executive Council to the Ministry of International and Intergovernmental Relations where they had previously been seconded.

Also, effective April 1, 2014, responsibility for funding of two leases was transferred from the Ministry of International and Intergovernmental Relations to the Ministry of Infrastructure. And the responsibility for funding of one full time equivalent from the Ministry of International and Intergovernmental Relations to the Ministry of Justice and Solicitor General.

Comparatives for 2014 have been restated as if the Ministry had always been assigned with its current responsibilities.

NOTE 3 GOVERNMENT REORGANIZATION AND PROGRAM TRANSFER (continued)

(in thousands)

Net liabilities as previously reported at March 31, 2013	$	(1,782)
Transfer from Ministry of Executive Council		(9)
Net Liabilities as restated at March 31, 2013	$	(1,791)
Published Net Operation as at March 31, 2014	$	(31,859)
Transfer to Ministry of Infrastructure		170
Transfer to Ministry of Justice and Solicitor General		200
Transfer from Ministry of Executive Council		(209)
Restated Net Operations as March 31, 2014	$	(31,698)

As a result of the Alberta International Office Review, Alberta Ottawa office and Alberta Chicago office will close effective March 31, 2015, the Alberta Germany (Munich) office will close effective July 31, 2015.

As of March 31, 2015 all severance payments for the 3 offices have been accrued. Based on the Memorandum of Understanding (MOU) with The Department of Foreign Affairs, Trade and Development (DFATD), 120 days of written notice to terminate our agreement is required and since the offices are co-located, DFATD owns all furniture and equipment. As such there will be no penalties for lease cancellations or write down of furniture and equipment.

NOTE 4 ACCOUNTS RECEIVABLE

(in thousands)

Accounts receivable are unsecured and non-interest bearing.

	2015	2014
	Net Realizable Value	Net Realizable Value
Accrued Receivable	$ 410	$ 55
Prepaid Expenses	2	-
Total	$ 412	$ 55

NOTE 5 ADVANCES

(in thousands)

Advances are primarily for operational use for the co-located international offices.

	2015	2014
	Net Realizable Value	Net Realizable Value
Advances	$ 751	$ 729

NOTE 6 TANGIBLE CAPITAL ASSETS
(in thousands)

	2015			2014
	Equipment [a]	Computer hardware and software	Total	Total
Estimated Useful Life	3-40 Years	3-10 Years		
Historical Cost				
Beginning of Year	$ 817	$ 158	$ 975	$ 968
Additions	-	-	-	7
Disposals, write-down	-	-	-	-
	$ 817	$ 158	$ 975	$ 975
Accumulated Amortization				
Beginning of Year	$ 728	$ 114	$ 842	$ 807
Amortization Expense	24	12	36	35
Effect of Disposals	-	-	-	-
	$ 752	$ 126	$ 878	$ 842
Net book value at March 31, 2015	$ 65	$ 32	$ 97	
Net book value at March 31, 2014	$ 89	$ 44		$ 133

(a) Equipment includes office equipment and furniture

NOTE 7 CONTRACTUAL OBLIGATIONS
(in thousands)

Contractual obligations are obligations of the ministry to others that will become liabilities in the future when the terms of those contracts or agreements are met.

	2015	2014
Service Contracts	$ 1,491	$ 925
Grants	2,000	147
	$ 3,491	$ 1,072

NOTE 7 CONTRACTUAL OBLIGATIONS (continued)
(in thousands)

Estimated payment requirements for each of the next five years and thereafter are as follows:

	Service Contracts	Grants	Total
2015 – 16	$ 1,354	$ 2,000	$ 3,354
2016 – 17	137	-	137
2017 – 18	-	-	-
2018 – 19	-	-	-
2019 – 20	-	-	-
Thereafter	-	-	-
	$ 1,491	$ 2,000	$ 3,491

NOTE 8 CONTINGENT LIABILITIES
(in thousands)

The ministry is involved in one legal matter where damages are being sought. This matter may give rise to contingent liabilities.

The ministry has been named in one (2014-zero) claim of which the outcome is not determinable. This claim has no specific amount. The resolution of indeterminable claims may result in a liability.

NOTE 9 BENEFIT PLANS
(in thousands)

The ministry participates in the multi-employer pension plans: Management Employees Pension Plan, Public Service Pension Plan and Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of $2,503 for the year ended March 31, 2015 (2014 - $2,463). Departments are not responsible for future funding of the plan deficit other than through contribution increases.

At December 31, 2014, the Management Employees Pension Plan reported a surplus of $75,805 (2013 – surplus $50,547), the Public Service Pension Plan reported a deficiency of $803,299 (2013 – deficiency $1,254,678), and the Supplementary Retirement Plan for Public Service Managers reported a deficiency of $17,203 (2013 – deficiency $12,384).

The department also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2015, the Bargaining Unit Plan reported an actuarial surplus of $86,888 (2014 – surplus $75,200) and the Management, Opted Out and Excluded Plan an actuarial surplus of $32,343 (2014 – surplus $24,055). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 10 COMPARATIVE FIGURES

Certain 2014 figures have been reclassified to conform to the 2015 presentation.

NOTE 11 APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Senior Financial Officer and the Deputy Minister.

SCHEDULE TO FINANCIAL STATEMENTS

SCHEDULE 1

REVENUES
Year ended March 31, 2015
(in thousands)

	2015		2014
	Constructed Budget	Actual	Actual
Other Revenue			
Refund of Expenditure	$ 15	$ 59	$ 245
Revenues from Agreements	485	435	506
Other	-	8	-
	$ 500	$ 502	$ 751

SCHEDULE 2

EXPENSES - DIRECTLY INCURRED DETAILED BY OBJECT
Year ended March 31, 2015
(in thousands)

	2015		2014
	Constructed Budget	Actual	RESTATED Note 3 Actual
Salaries, Wages and Employee Benefits	$ 29,196	$ 25,528	$ 24,061
Supplies and Services	10,788	8,639	9,616
Grants	2,080	901	877
Financial Transactions and Other	99	57	103
Amortization of Tangible Capital Assets	50	35	35
	42,213	35,160	34,692
Less Recovery from Support Service Agreements with Related Parties [a]	(2,753)	(2,747)	(2,243)
	$ 39,460	$ 32,413	$ 32,449

(a) The Ministry of International and Intergovernmental Relations provides Information Management Technology, Freedom of Information and Protection of Privacy, Finance, Administration, and Human Resource Services for the Ministry of Aboriginal Relations.

SCHEDULE 3

LAPSE/ENCUMBRANCE
Year ended March 31, 2015
(in thousands)

		Voted Estimate [1]	Adjustments [2]	Adjusted Voted Estimate	Actual [3]	Unexpended (Over Expended)
Program - Operational						
1.0	**Ministry Support Services**					
1.0.1	Minister's Office	$ 632	$ -	$ 632	$ 451	$ 181
1.0.2	Associate Minister's Office	250	-	250	247	3
1.0.3	Deputy Minister's Office	644	-	644	635	9
1.0.4	Communications	736	-	736	662	74
1.0.5	Corporate Services	4,233	-	4,233	4,157	76
		$ 6,495	$ -	$ 6,495	$ 6,152	$ 343
2.0	**Intergovernmental Relations**	$ 6,084	$ -	$ 6,084	$ 5,124	$ 960
3.0	**International Relations**					
3.0.1	International Relations	$ 15,006	$ -	$ 15,006	$ 11,663	$ 3,343
3.0.2	International Offices	11,825	-	11,825	9,328	2,497
		$ 26,831	$ -	$26,831	$ 20,991	$ 5,840
Total		$ 39,410	$ -	$39,410	$32,267	$ 7,143
Lapse/(Encumbrance)						$ 7,143
Program - Capital						
1.0	**Ministry Support Services**					
1.0.5	Corporate Services	$ 25	$ -	$ 25	$ -	$ 25
Total		$ 25	$ -	$ 25	$ -	$ 25
Lapse/(Encumbrance)						$ 25

(1) As per "Operational Vote by Program","Voted Capital Vote by Program" and "Financial Transaction Vote by Program" page 91 of 2014 - 15 Government Estimates.

(2) Adjustments include encumbrances, capital carry forward amounts and credit or recovery increases approved by Treasury Board and credit or recovery shortfalls. An encumbrance is incurred when, on a vote by vote basis, the total of actual disbursements in the prior year exceed the total adjusted estimate. All calculated encumbrances from the prior year are reflected as an adjustment to reduce the corresponding Voted Estimate in the current year.

(3) Actuals exclude non-voted amounts such as amortization and valuation adjustments.

SCHEDULE 4

SALARY AND BENEFITS DISCLOSURE
Year ended March 31, 2015

	2015				2014 RESTATED
	Base Salary[1]	Other Cash Benefits[2]	Other Non-cash Benefits[3]	Total	Total
Deputy Minister	$ 281,716	$ 1,850	$ 59,709	$ 343,275	$ 341,914
Alberta Representative to United States[4]	315,792	160,934	18,081	494,807	360,600
Alberta Representative in Asia	281,716	121,905	47,102	450,723	553,661
Alberta Representative for Asia Pacific Basin[5]	113,586	3,678	30,406	147,670	-
Alberta Representative in Ottawa[4]	166,656	52,488	5,960	225,104	360,414
Executives					
Assistant Deputy Minister - Intergovernmental Relations	197,488	31,707	49,331	278,526	251,507
Chief Assistant Deputy Minister - International Relations	227,111	1,850	54,200	283,161	243,462
Assistant Deputy Minister - Corporate Services[6]	197,488	1,850	49,737	249,075	236,227

(1) Base salary includes pensionable base pay and earnings such as acting pay.

(2) Other cash benefits include vacation payouts, lump sum payments, severance and allowances paid to internationally posted employees. There were no bonuses paid in 2015.

(3) Other non-cash benefits include government's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, group life insurance, short and long term disability plans, professional memberships and tuitions. In addition, internationally posted employees are reimbursed for tuition fees for dependent children residing with employee and home leave travel.

(4) The position was occupied by two individuals. Full salary and benefits are disclosed in this schedule.

(5) Position was created on September 17, 2014.

(6) The incumbent's services are shared with the Ministry of Aboriginal Relations which contributes its own share of the cost of salary and benefit. Full salary and benefits are disclosed in this Schedule.

SCHEDULE 5

RELATED PARTY TRANSACTIONS
Year ended March 31, 2015
(in thousands)

Related parties are those entities consolidated or accounted for on the modified equity basis in the Government of Alberta's financial statements. Related parties also include key management personnel in the Ministry.

The Ministry had the following transactions with related parties recorded on the Statement of Operations and the Statement of Financial Position at the amount of consideration agreed upon between the related parties:

	2015	2014
Expenses – Directly Incurred		
Supplies and services provided by other ministries	$ 364	$ 178

The above transactions do not include support service arrangement transactions disclosed in Schedule 2.

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on the costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements but are disclosed in Schedule 6.

	2015	2014 RESTATED
Expenses – Incurred by Others:		
Accommodation	$ 2,710	$ 2,206
Legal services	268	337
Air transportation	213	338
Business services & other	989	928
	$ 4,180	$ 3,809

SCHEDULE 6

ALLOCATED COSTS
Year ended March 31, 2015
(in thousands)

	2015						2014 RESTATED
		Expenses - Incurred by Others					
Program	Expenses [1]	Accom-modation Costs[2]	Legal Services [3]	Air Trans-portation [4]	Business Services & Other [5]	Total Expenses	Total Expenses
Ministry Support Services	$ 6,213	$ 839	$ 85	$ -	$ 306	$ 7,443	$ 6,964
Intergovernmental Relations	5,160	503	129	106	184	6,082	6,164
International Relations	21,040	1,368	54	107	499	23,068	23,130
	$ 32,413	$ 2,710	$ 268	$ 213	$ 989	$ 36,593	$ 36,258

(1) Expenses - Directly incurred as per Statement of Operations.

(2) Costs shown for Accommodation on Schedule 6, allocated by full time equivalent.

(3) Costs shown for Legal Services on Schedule 6, allocated by estimated costs incurred by each program.

(4) Air transportation costs based on 50/50 split.

(5) Other costs include Service Alberta and Treasury Board and Finance expenses not billed.

STATUTORY REPORT

Public Interest Disclosure Act

Section 32 of the *Public Interest Disclosure Act* requires the ministry to report annually on the following parts of the Act:

(a) the number of disclosures received by the designated officer of the Public Interest Disclosure Office, the number of disclosures acted on and the number of disclosures not acted on by the designated officer;

(b) the number of investigations commenced by the designated officer as a result of disclosures; and

(c) in the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations made or corrective measures taken in relation to the wrongdoing or the reasons why no corrective measure was taken.

In 2014-15 for the ministry, there were no disclosures of wrongdoing filed with the Public Interest Disclosure Office.

OTHER INFORMATION

Performance Measures Methodology

Client Satisfaction Survey

Performance Measures 1.a, 1.b, 2.a and 3.a: Percentage of clients satisfied with services to advance Alberta's international policy objectives (1.a); Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets (1.b); Percentage of clients satisfied with services to advance Alberta's interests within Canada (2.a); Percentage of clients satisfied with services to support a stable set of rules for Alberta's exports and investments (3.a).

Client satisfaction is an important measure of the ministry's performance. A "client" is defined as anyone receiving services from the ministry. Both internal (provincial government) and external (non-provincial government) clients are surveyed.

The 2013-14 survey was conducted December 3-19, 2014, by Resinnova, an independent consultant. Invitations were sent to 920 individuals asking them to complete an online survey. A total of 314 clients completed the survey for an overall response rate of 34 per cent.

Performance measures 1.a, 1.b., 2.a and 3.a are based on four indexes that were developed to capture client satisfaction with service areas that support the ministry's goals. The indexes are based on questions relating to client satisfaction with services in the following areas:

Performance measure 1.a: *Percentage of clients satisfied with services to advance Alberta's international policy objectives.*
The development and coordination of Alberta's international strategies, advocacy initiatives and relationships
Guidance and direction on the development and review of international agreements
Planning, coordination and/or advice for international missions undertaken by the premier and ministers
Organization of and support for incoming international visits and missions

Performance measure 1.b: *Percentage of clients satisfied with services to support Alberta business activity in targeted foreign markets.*
Provision of market information and intelligence
Services of the Alberta Washington Office
Support for in-market programs such as seminars, workshops, trade shows and trade missions overseas
Identification of, and introduction to, key contacts and networks around the world
Advice on international business and cultural practices

Performance measure 2.a: ***Percentage of clients satisfied with services to advance Alberta's interests within Canada.***
Support for Alberta's participation in intergovernmental meetings of first ministers, premiers and cabinet
Strategic advice on intergovernmental issues and intergovernmental strategies
Support for the development and negotiation of intergovernmental agreements

Performance measure 3.a: ***Percentage of clients satisfied with services to support a stable set of rules to protect Alberta's exports and investments.***
The development of trade policy objectives, strategies and negotiating positions
The analysis and interpretation of trade agreements
The implementation and management of trade agreements, including dispute resolution

Inventory of International and Intergovernmental Agreements

Effective Date	Parties/Title	Ministry/Agency
31-Mar-14	Alberta-Canada: Agriculture and Agri-Food, "Bilateral Contribution Agreement for Western Livestock Price Insurance Program"	Agriculture and Rural Development
10-Apr-14	Alberta-Canada-Manitoba-Saskatchewan-British Columbia: "Western Livestock Price Insurance Program: Detailed Program Specifications Document"	Agriculture and Rural Development
01-May-14	Alberta-Canada: Department of Foreign Affairs, Trade and Development, "Financial Agreement for Specified Purpose Accounts – Bangkok Gourmet Market and Home Fresh Mart Event"	Agriculture and Rural Development
15-May-14	Alberta-Saskatchewan: Prairie Diagnostic Services Inc., "Grant Agreement between Alberta Agriculture and Rural Development and Prairie Diagnostic Services Inc."	Agriculture and Rural Development
01-Jun-14	Alberta-United States: Department of Agriculture - ARS U.S. Vegetable Laboratory, "Collaborating Institutions Agreement for a Cucumber Green Mottle Mosaic Virus and its Management in Alberta Greenhouses"	Agriculture and Rural Development
02-Jun-14	Alberta-Saskatchewan: Trade and Export Partnership, "Financial Agreement for the Western Canada Pavilion in New Orleans, Louisiana from June 22 to 24, 2014"	Agriculture and Rural Development
04-Jun-14	Alberta-Canada-Ontario: "Memorandum of Understanding for the International Food and Drink Event in London"	Agriculture and Rural Development
16-Jun-14	Alberta-Saskatchewan: Trade and Export Partnership, "Memorandum of Understanding for the Natural Products Expo West from March 6 to 8, 2015"	Agriculture and Rural Development
19-Jun-14	Alberta-Saskatchewan: Central Services, "On-Line Environmental Farm Plan Software Licence Agreement"	Agriculture and Rural Development
20-Jun-14	Alberta-Canada: Department of Foreign Affairs, Trade and Development, "Memorandum of Understanding for Expo ANTAD 2015 in Guadalajara"	Agriculture and Rural Development
24-Jul-14	Alberta-Ontario: Agriculture and Food, "Memorandum of Understanding for Taste of Canada"	Agriculture and Rural Development
01-Aug-14	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement for E. coli Therapy"	Agriculture and Rural Development
01-Aug-14	Alberta-Canada: Farm Credit, "Contribution Agreement Between Agriculture and Rural Development and Farm Credit Canada"	Agriculture and Rural Development
01-Aug-14	Alberta-Quebec: Agriculture, des Pêcheries et de l'Alimentation, "Memorandum of Understanding for Taste of Canada"	Agriculture and Rural Development

Effective Date	Parties/Title	Ministry/Agency
10-Sep-14	Alberta-Canada: Export Development Canada, "Memorandum of Understanding for Taste of Canada in San Francisco"	Agriculture and Rural Development
17-Sep-14	Alberta-British Columbia: Agriculture, "Memorandum of Understanding with British Columbia Agriculture for Taste of Canada"	Agriculture and Rural Development
20-Oct-14	Alberta-Saskatchewan: Trade and Export Partnership, "Memorandum of Understanding for Taste of Canada"	Agriculture and Rural Development
31-Oct-14	Alberta-Saskatchewan-British Columbia: "Letter of Agreement for the Japan/South Korea Food Trade Mission"	Agriculture and Rural Development
02-Nov-14	Alberta-France: Agriculture, Agri-food and Forestry, "Expression of Intent for an Alberta-France Bilateral Working Group"	Agriculture and Rural Development
07-Nov-14	Alberta-Saskatchewan: Trade and Export Partnership, "Business Agreement for AgroTech India 2014"	Agriculture and Rural Development
25-Nov-14	Alberta-Canada: Farm Credit, "Contribution Agreement for Cow Calfenomics"	Agriculture and Rural Development
04-Dec-14	Alberta-Canada: Agriculture and Agri-Food, "Service Agreement for the Extraction of Tocols from the Oil of Brewer's Spent Grain and Hulless Barley Grain"	Agriculture and Rural Development
12-Dec-14	Alberta-Saskatchewan: Trade and Export Partnership, "Business Mission Agreement for the Agri Value Mexico Market Development Mission for Food Ingredients and Animal Feed"	Agriculture and Rural Development
22-Dec-14	Alberta-British Columbia: Agriculture, "Software Licence Agreement with British Columbia Agriculture"	Agriculture and Rural Development
22-Dec-14	Alberta-British Columbia: Agriculture, "User Acceptance Testing Environment Access Agreement with British Columbia Agriculture"	Agriculture and Rural Development
22-Dec-14	Alberta-Saskatchewan: Central Services, "Agreement Amendment to the Environmental Farm Plan Software Licence Agreement with Saskatchewan Central Services"	Agriculture and Rural Development
22-Dec-14	Alberta-Saskatchewan: Central Services, "User Acceptance Testing Environment Access Agreement with Central Services Saskatchewan"	Agriculture and Rural Development
05-Jan-15	Alberta-Canada: Agriculture and Agri-Food, "Collaborating Institutions Agreement for the Development and Validation of Methodology for NIRS Analysis"	Agriculture and Rural Development
20-Jan-15	Alberta-Canada: Department of Foreign Affairs and International Trade, "Specified Purpose Account Agreement for the Gulfood Networking Reception in Dubai"	Agriculture and Rural Development
01-Apr-15	Alberta-Canada-Saskatchewan: "Research Funding Agreement with Pulse Crops Canada and Saskatchewan Pulse Crop Development Board"	Agriculture and Rural Development

Effective Date	Parties/Title	Ministry/Agency
01-Apr-14	Alberta-British Columbia: Agriculture, "Memorandum of Understanding between the Governments of British Columbia and the Agriculture Financial Services"	Agriculture and Rural Development - Agriculture Financial Services Corporation
01-Apr-14	Alberta-Manitoba: Agriculture Services Cooperation, "Memorandum of Understanding"	Agriculture and Rural Development - Agriculture Financial Services Corporation
01-Apr-14	Alberta-Saskatchewan: Crop Insurance Program, "Memorandum of Understanding with Saskatchewan"	Agriculture and Rural Development - Agriculture Financial Services Corporation
23-May-13	Alberta-Canada: Agriculture and Agri-Food, "Beef Fatty Acids Data and Samples Provision Agreement"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-14	Alberta-Canada: Agriculture and Agri-Food, "Identifying Functional SNPs to Enhance Genomic Prediction"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Apr-14	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement between Alberta Livestock and Meat Agency and Agriculture and Agri-Food"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Sep-14	Alberta-Canada: Canada, "Project Investment Agreement for ICE-Associated Antimicrobial Resistance Transfer in Livestock"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-15	Alberta-Canada: Agriculture and Agri-Food, "Memorandum of Understanding for Bloat-free Legumes"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-15	Alberta-Canada: Agriculture and Agri-Food, "Project Investment Agreement for Sustainable Beef Production in Canada"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-15	Alberta-Canada: Agriculture and Agri-Food, "Project Investment Agreement for the Biorationale-Based Approach to Advance the Sustainability of Alberta Poultry Sector"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-15	Alberta-Canada: Agriculture and Agri-Food, "Project Investment Agreement for the Use of Probiotics to Improve the Efficiency and Health of Cattle"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-15	Alberta-Canada: Agriculture and Agri-Food, "Project Investment Agreement for the Production and Testing of PUFA-BHP in beef"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Mar-15	Alberta-Canada: Agriculture and Agri-Food, "Project Investment Agreement for the Optimum Dose of a Methane Inhibitor for Beef Cattle"	Agriculture and Rural Development - Alberta Livestock and Meat Agency
01-Apr-15	Alberta-Canada: Agriculture and Agri-Food, "Reactive Nitrogen and Greenhouse Gases at Cattle Feedlots"	Agriculture and Rural Development - Alberta Livestock and Meat Agency

Effective Date	Parties/Title	Ministry/Agency
01-Apr-14	Alberta-Canada: Heritage, "Federal, Provincial and Territorial Memorandum of Understanding Concerning Cooperation in the Arts, Culture and Heritage for 2014-2015"	Culture
01-May-14	Alberta-Canada: Canadian Museum of History, "Image Use Authorization"	Culture
10-May-14	Alberta-Canada: Statistics, "Letter of Agreement"	Culture and Tourism
31-Jul-14	Alberta-United Kingdom: Natural History Museum, "Amendment to the Agreement Relating to the Presentation of the Wildlife Photographer of the Year Exhibition in Edmonton, Canada"	Culture and Tourism
19-Mar-15	Alberta-Canada: Statistics, "Statistics Canada Licence Agreement for Public Use Microdata Files"	Culture and Tourism
27-Oct-14	Alberta-Canada: Embassy of Canada - Japan, "Loan Agreement"	Culture and Tourism - Alberta Foundation for the Arts
15-Aug-14	Alberta-Canada: Canadian Tourism Commission, "License Agreement"	Culture and Tourism - Travel Alberta
11-Feb-15	Alberta-British Columbia: Oil and Gas Commission, "Mutual Recognition Agreement with British Columbia"	Energy
14-May-14	Alberta-British Columbia: Oil and Gas Commission, "Memorandum of Understanding between British Columbia Oil and Gas Commission and Alberta Energy Regulator"	Energy - Alberta Energy Regulator
23-Jun-14	Alberta-Mexico: National Hydrocarbon Commission, "Memorandrum of Understanding between the Ministry of Energy of United Mexican States and the Alberta Energy Regulator of Alberta"	Energy - Alberta Energy Regulator
14-Oct-14	Alberta-Canada-British Columbia-Saskatchewan: "Western Regulators' Forum - Terms of Reference"	Energy - Alberta Energy Regulator
26-Feb-14	Alberta-United States: Federal Energy Regulatory Commission, "Memorandum of Understanding with the Federal Energy Regulatory Commission"	Energy - Market Surveillance Administrator
27-Feb-14	Alberta-Quebec: Competition Bureau, "Memorandum of Understanding between the Market Surveillance Administrator of Alberta and the Commissioner of Competition in the Competition Bureau"	Energy - Market Surveillance Administrator
23-Oct-13	Alberta-Canada: Natural Resources, "Letter of Agreement for Forestry Research and Cooperation"	Environment and Sustainable Resource Development
01-Jan-14	Alberta-Canada: Environment, "Agreement Amendment on Hydrometric Monitoring"	Environment and Sustainable Resource Development
10-Jan-14	Alberta-Canada: Parks Canada, "Jasper National Park and Banff National Park Conservation of Heritage Whitebark and Limber Pine Genetic Resources"	Environment and Sustainable Resource Development
25-Jun-14	Alberta-Netherlands: Infrastructure and the Environment, "Statement of Intent for Collaboration on Water Management"	Environment and Sustainable Resource Development

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28-Aug-14	Alberta-Canada: Fisheries and Oceans, "Memorandum of Understanding regarding Westslope Cutthroat Trout Population Assessment"	Environment and Sustainable Resource Development
28-Aug-14	Alberta-Canada: Fisheries and Oceans, "Memorandrum of Understanding regarding the Introduction of Fish Species"	Environment and Sustainable Resource Development
01-Nov-14	Alberta-Saskatchewan: Environment, "Memorandum of Agreement for the Mountain Pine Beetle Infestation"	Environment and Sustainable Resource Development
10-Nov-14	Alberta-Canada: Health, "Memorandum of Agreement for Air Quality Health Index"	Environment and Sustainable Resource Development
28-Nov-14	Alberta-Canada: Environment, "Contribution Agreement for the Bow River Phosphorous Management Plan, done through the Lake Winnipeg Stewardship Program for the Bow River Phosphorous Management Plan"	Environment and Sustainable Resource Development
30-Jan-15	Alberta-Canada: Environment, "Single Window Reporting System of Greenhouse Gas Emissions"	Environment and Sustainable Resource Development
01-Apr-15	Alberta-Canada: Indian Affairs and Northern Development, "Funding Agreement for Wildfire Management Services"	Environment and Sustainable Resource Development
28-Jul-14	Alberta-Saskatchewan: Health, "Memorandum Of Understanding for the Provision Of Health Services In Lloydminster Catchment Area"	Health
20-Aug-14	Alberta-Yukon: Health and Social Services, "My Amazing Little Cookbook"	Health
15-Mar-15	Alberta-Saskatchewan-Newfoundland: "Provider Registry System Collaborative Agreement - Amendment"	Health
09-Dec-14	Alberta-Canada: Canadian Institutes for Health Research, "Joint Funding Agreement - Bariatric Care Team Grants"	Health - Alberta Innovates Health Solutions
29-May-14	Alberta-Canada: Employment and Social Development, "Targeted Initiative for Older Workers, Amending Agreement No. 2"	Human Services
18-Jun-14	Alberta-Canada: Department of Foreign Affairs, Trade, and Development, "Memorandum of Understanding regarding Gender-Based Analysis Plus (GBA+) Training and Strategic Plan Development"	Human Services
18-Aug-14	Alberta-Western Australia: Child Protection, "Memorandum of Understanding regarding Signs of Safety Program"	Human Services
06-Oct-14	Alberta-Canada: Department of Foreign Affairs, Trade and Development, "Amendment Number One to the Memorandum of Understanding regarding Gender-Based Analysis Plus Training and Strategic Plan Development"	Human Services
06-Oct-14	Alberta-Manitoba: Family Services, "Memorandum of Understanding Regarding Advancing Women in Policing at All Levels: A Discussion Forum"	Human Services

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23-Dec-14	Alberta-Canada: Justice, "Memorandum of Understanding for Evaluations of Supportive Housing Models"	Human Services
13-Mar-15	Alberta-Canada: Employment and Social Development, "Framework Agreement on Homelessness Information Provision"	Human Services
12-Aug-14	Alberta-Saskatchewan: SaskBuilds Corporation, "P3 Information Sharing Memorandum of Understanding"	Infrastructure
10-Oct-14	Alberta-British Columbia: Partnerships, "Engagement Letter for the Calgary Cancer Project"	Infrastructure
01-Sep-13	Alberta-Ontario: Training, Colleges, and Universities, "Tripartite Optometry Agreement"	Innovation and Advanced Education
01-Apr-14	Alberta-Yukon: Education, "Memorandum of Understanding for Apprenticeship Technical Training Seats"	Innovation and Advanced Education
02-Apr-14	Alberta-Canada: Statistics, "Agreement Concerning the Collection and Sharing of Information from the National Graduates Survey"	Innovation and Advanced Education
28-Apr-14	Alberta-Nova Scotia: Labour and Advanced Education, "Agreement-in-Principle to Improve Mobility for Registered Apprentices and the Recognition of Pre-Employment Apprenticeship Training"	Innovation and Advanced Education
08-May-14	Alberta-British Columbia: Queen's Printer, Ministry of Technology, Innovation and Citizens' Services, "Individual Learning Modules Licence Agreement"	Innovation and Advanced Education
08-May-14	Alberta-Prince Edward Island: Education and Early Childhood Development, "Individual Learning Modules Licence Agreement"	Innovation and Advanced Education
05-Jun-14	Alberta-Canada: Citizenship and Immigration, "Memorandum of Understanding on the International Student Program"	Innovation and Advanced Education
06-Jun-14	Alberta-Canada-British Columbia-Saskatchewan-Manitoba-Ontario-Quebec-New Brunswick-Nova Scotia-Prince Edward Island-Newfoundland and Labrador-Yukon-Northwest Territories-Nunavut: "Agreement on a Joint Project for the Ongoing Operations of the Interprovincial Computerized Management System (ICEMS)"	Innovation and Advanced Education
01-Aug-14	Alberta-Northwest Territories: Education, Culture and Employment, "Memorandum of Understanding for Apprenticeship Technical Training Seats"	Innovation and Advanced Education
01-Aug-14	Alberta-Nunavut: Family Services, "Memorandum of Agreement for Apprenticeship Technical Training Seats"	Innovation and Advanced Education
18-Nov-14	Alberta-Mexico: State of Jalisco, "Memorandum of Understanding"	Innovation and Advanced Education
25-Nov-14	Alberta-Nova Scotia: Labour and Advanced Education, "Memorandum of Understanding regarding Recognition of Pre-Employment Apprenticeship Training"	Innovation and Advanced Education
25-Nov-14	Alberta-Nova Scotia: Labour and Advanced Education, "Memorandum of Understanding regarding Recognition of Apprenticeship Training"	Innovation and Advanced Education

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19-Jan-15	Alberta-Canada: Statistics, "Letter of Agreement"	Innovation and Advanced Education
01-Apr-14	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement (2014F084R)"	Innovation and Advanced Education - Alberta Innovates - Bio Solutions
01-Apr-14	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement (2014F173R)"	Innovation and Advanced Education - Alberta Innovates - Bio Solutions
01-Apr-14	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement (2014F172R)"	Innovation and Advanced Education - Alberta Innovates - Bio Solutions
01-Apr-14	Alberta-Canada: Agriculture and Agri-Food, "Investment Agreement (2014F020R)"	Innovation and Advanced Education - Alberta Innovates - Bio Solutions
01-Apr-14	Alberta-Canada: Canadian Food Inspection Agency, "Investment Agreement"	Innovation and Advanced Education - Alberta Innovates - Bio Solutions, Alberta Livestock and Meat Agency Ltd.
01-Jan-14	Alberta-Canada: Natural Resources, "Mutual Non-Disclosure Agreement"	Innovation and Advanced Education - Alberta Innovates - Energy and Environment Solutions
01-Apr-14	Alberta-Canada: Agriculture and Agri-Food, "Collaborating Institution Agreement"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
06-May-14	Alberta-Canada: Natural Resources, "Master Letter Agreement"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
11-Jul-14	Alberta-Canada: Standards Council of Canada, "License Agreement"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
07-Aug-14	Alberta-Canada: Health, "Amendment to Standing Offer Agreement - Stream No. 2"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
26-Sep-14	Alberta-Canada: Environment, "Short-Form Service Contract"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
01-Oct-14	Alberta-Canada: Natural Resources, "Master Letter Agreement"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
07-Nov-14	Alberta-Canada: Environment, "Agreement for the Provision of Polycyclic Aromatic Hydrocarbon Analyses in Wildlife, Plant and Sediment Samples"	Innovation and Advanced Education - Alberta Innovates - Technology Futures
23-Dec-14	Alberta-Canada: Environment, "Agreement for the Provision of Polycyclic Aromatic Hydrocarbon and Metal Analyses in Wildlife Samples"	Innovation and Advanced Education - Alberta Innovates - Technology Futures

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31-Mar-14	Alberta-Canada: Department of Foreign Affairs, Trade and Development, "Interim Memorandum of Understanding for co-location at Chicago Office"	International and Intergovernmental Relations
31-Mar-14	Alberta-Canada: Department of Foreign Affairs, Trade and Development, "Memorandum of Understanding for co-location with the Canadian Consulate in Chicago for the Alberta Chicago Office"	International and Intergovernmental Relations
06-Jan-15	Alberta-British Columbia-Saskatchewan: "New West Partnership Trade Agreement – First Protocol of Amendment"	International and Intergovernmental Relations
22-Jan-15	Alberta-Mexico: State of Jalisco, "Memorandum of Understanding"	International and Intergovernmental Relations
01-Apr-14	Alberta-Canada: Employment and Social Development, "Job Fund Agreement"	Jobs, Skills, Training and Labour
01-Apr-14	Alberta-Ontario: Citizenship and Immigration, "Data Hosting and Application Maintenance Agreement"	Jobs, Skills, Training and Labour
01-Apr-14	Alberta-Saskatchewan: Economy, "International Qualifications Assessment Service Agreement"	Jobs, Skills, Training and Labour
11-Apr-14	Alberta-Canada: Employment and Social Development, "Foreign Credential Recognition Program, Labour Market Integration, Funding Agreement"	Jobs, Skills, Training and Labour
29-Apr-14	Alberta-Canada: Citizenship and Immigration, "Letter of Intent in regards to an Information Sharing Arrangement for the Interim Disclosure of Provincial Nominee Personal Information between Canada and Alberta"	Jobs, Skills, Training and Labour
08-May-14	Alberta-Canada: Employment and Social Development, "Letter of Agreement"	Jobs, Skills, Training and Labour
19-Mar-15	Alberta-Canada: Citizenship and Immigration, "Letter of Intent in regards to an Information Sharing Arrangement for the Express Entry System"	Jobs, Skills, Training and Labour
24-Mar-15	Alberta-Canada: Employment and Social Development, "Job Fund Information Sharing Agreement"	Jobs, Skills, Training and Labour
27-Mar-15	Alberta-Canada: Employment and Social Development, "Protocol on Collaboration on Occupational Health and Safety"	Jobs, Skills, Training and Labour
19-Mar-14	Alberta-Canada: Royal Canadian Mounted Police, "Amendment to the Original Memorandum of Understanding for the Auxiliary Constable Police Program"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Canadian Broadcasting Corporation, "Canadian Broadcasting Corporation License Agreement for Grouard"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Justice, "2014-15 Funding Agreement"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Justice, "Family Justice Project Funding Agreement"	Justice and Solicitor General

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01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Exchange of Service Agreement"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "2014 - 2015 Contribution Agreement for First Nations Self-Administered Policing Services for the Blood Tribe"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "2014 - 2015 Contribution Agreement for First Nations Self-Administered Policing Services for the Tsuu T'Ina Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "2014 - 2015 Contribution Agreement for First Nations Self-Administered Policing Services for the North Peace Tribal Council"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "2014 - 2018 Contribution Agreement for First Nations Self-Administered Policing Services for the Lesser Slave Lake Indian Regional Council"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Agreement Respecting Biology Casework Analysis 2014-2024"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Amendment Number One to the Contribution Agreement for First Nations Self-Administered Policing Services for the Lesser Slave Lake Indian Regional Council"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Amendment Contribution Agreement Number One for First Nations Self-Administered Policing Services for the Blood Tribe Council"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Amendment Contribution Agreement Number One for First Nations Self-Administered Policing Services for the Tsuu T'Ina Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Service – Whitefish Lake First Nation No. 128"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Sunchild First Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Stoney Nakoda Nation"	Justice and Solicitor General

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01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Saddle Lake Cree Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Bigstone Cree Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Enoch Cree Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Service – Siksika Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Service – Piikani Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Sturgeon Lake Cree Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Woodland Cree First Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – O'Chiese First Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Alexis Nakota Sioux Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Community Tripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services – Duncan First Nation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Public Safety and Emergency Preparedness, "Framework Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services in Alberta"	Justice and Solicitor General

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01-Apr-14	Alberta-Canada-Saskatchewan: "Community Quadripartite Agreement for the Use of the Royal Canadian Mounted Police First Nations Community Policing Services"	Justice and Solicitor General
22-Apr-14	Alberta-Canada: Royal Canadian Mounted Police, "Contingent Worker Agreement"	Justice and Solicitor General
28-Apr-14	Alberta-Canada: Royal Canadian Mounted Police, "Victims Services Memorandum of Understanding"	Justice and Solicitor General
27-May-14	Alberta-Saskatchewan: Justice, "Letter of Agreement for Permission to Reproduce and Modify the Community Peace Officer Induction Program for Training Peace Officers in Saskatchewan"	Justice and Solicitor General
30-May-14	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding"	Justice and Solicitor General
10-Jun-14	Alberta-Canada: Foreign Affairs, Trade and Development, "Amendment Five to the Ukraine Juvenile Justice Reform Project"	Justice and Solicitor General
09-Jul-14	Alberta-Canada: Statistics, "Acknowledgement of Confidentiality for Advance Release for Data Validation"	Justice and Solicitor General
08-Aug-14	Alberta-Canada: Transportation Safety Board, "Memorandum of Understanding"	Justice and Solicitor General
01-Sep-14	Alberta-Canada: Canadian Broadcasting Corporation, "Canadian Broadcasting Corporation License Agreement for Lake Louise"	Justice and Solicitor General
30-Dec-14	Alberta-Ontario: Community Safety and Correctional Services - Queen's Printer for Ontario, "Amendment Agreement to the License Agreement for the Use of the Physical Readiness Evaluation for Police"	Justice and Solicitor General
30-Dec-14	Alberta-Ontario: Community Safety and Correctional Services - Queen's Printer for Ontario, "Amendment Agreement to the License Agreement for the Use of the Ontario Medical Guidelines"	Justice and Solicitor General
09-Jan-15	Alberta-Canada: Royal Canadian Mounted Police, "Pre-Charge Consultation Protocol"	Justice and Solicitor General
10-Mar-15	Alberta-Canada: Statistics, "Acknowledgement of Confidentiality for Advance Release for Data Validation"	Justice and Solicitor General
01-Apr-14	Alberta-Canada: Infrastructure, "Administrative Agreement on the Federal Gas Tax Fund"	Municipal Affairs
01-Jul-14	Alberta-Canada: Parks Canada, "911 Grant Program Agreement"	Municipal Affairs
11-Sep-14	Alberta-Canada: Infrastructure, "Building Canada - Communities Component Amending Agreement"	Municipal Affairs
16-Dec-14	Alberta-Canada: National Research Council, "Alberta Building and Fire Codes Agreement"	Municipal Affairs
02-Mar-15	Alberta-Canada: Infrastructure, "New Building Canada Fund - Small Communities Fund"	Municipal Affairs

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17-Mar-15	Alberta-Canada: Aboriginal Affairs and Northern Development, " 10 year Funding Agreement for the Provision of Emergency Management Services to First Nations in Alberta"	Municipal Affairs
30-Mar-15	Alberta-British Columbia: Emergency Management British Columbia, "Getting to Know Fire License Agreement"	Municipal Affairs
01-Apr-13	Alberta-Canada: Industry, "The BizPaL Service Amended and Restated Intergovernmental Letter of Agreement"	Service Alberta
27-Feb-14	Alberta-Saskatchewan: Central Services, "License Agreement: Alberta Online Auction System"	Service Alberta
21-Mar-14	Alberta-Canada: Employment and Social Development, "Letter of Agreement to be Added to Appendix B of the Memorandum of Understanding on the Sharing of Personal Information Between the Commission, the Minister, and the Province of Alberta, Signed March 29, 2007"	Service Alberta
02-Jul-14	Alberta-Canada: National Defence, "Specialty License Plate Agreement"	Service Alberta
01-Apr-14	Alberta-Canada: Canadian Tourism Commission, "Collaborative Research Agreement - Global Tourism Watch, year eight"	Tourism, Parks and Recreation
03-Sep-14	Alberta-Canada: Heritage, "Bilateral Agreement on Sport Participation #86944654 Amendment Number three"	Tourism, Parks and Recreation
01-Apr-14	Alberta-Gangwon Province: Culture, Tourism and Sports, "Two year Agreement for a Friendship Sport Exchange between the Provinces of Alberta and Gangwon, Korea in the Sport of Biathlon"	Tourism, Parks and Recreation - Alberta Sport Connection
01-Apr-14	Alberta-Japan: Hokkaido, "Two year Agreement for a Friendship Sport Exchange between the Province of Alberta and the Prefecture of Hokkaido in the Sport of Golf"	Tourism, Parks and Recreation - Alberta Sport Connection
01-Apr-14	Alberta-Canada: Canadian Tourism Commission, "Canadian Tourism Commission co-location Agreement"	Tourism, Parks and Recreation - Travel Alberta
01-Apr-14	Alberta-Yukon-British Columbia-Alaska: "North to Alaska Program Partnership Agreement"	Tourism, Parks and Recreation - Travel Alberta
28-Feb-13	Alberta-Canada: PPP Canada Inc., "Northeast Anthony Henday Drive - Definitive Cost Sharing Agreement"	Transportation
13-Mar-13	Alberta-Northern Ireland: Environment, "Memorandum of Understanding Concerning Reciprocal Recognition and Exchange of Drivers Licences"	Transportation
29-Jul-14	Alberta-British Columbia-Saskatchewan: "Western Canada Transportation Trade Network Needs Assessment Contribution Agreement"	Transportation
06-Aug-14	Alberta-Canada: Statistics, "Agreement Concerning the Collection and Sharing of Information from the Trucking Commodity Origin and Destination Survey"	Transportation

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09-Oct-14	Alberta-Canada: Statistics, "Licence Agreement for Public Use Microdata Files between Statistics Canada and Alberta Transportation"	Transportation
22-Dec-14	Alberta-Canada: Statistics, "Licence Agreement for Public Use Microdata Files"	Transportation
03-Mar-15	Alberta-Taiwan: Taipei Economic and Cultural Office, "Memorandum of Understanding Concerning Reciprocal Recognition and Exchange of Driver Licences"	Transportation
27-Aug-13	Alberta-Canada: Canada Revenue Agency, "Service Management Framework Agreement"	Treasury Board and Finance
06-Jan-14	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding between the Royal Canadian Mounted Police and Alberta Treasury Board and Finance"	Treasury Board and Finance
09-Jan-14	Alberta-Canada: Statistics, "Statistics Canada Licence Agreement for Public Use Microdata Files 99M0001X & 99M0002X"	Treasury Board and Finance
08-May-14	Alberta-Canada: Statistics, "Renewal of the Agreement Concerning the Use by Statistics Canada of Deemed Employees from Alberta Treasury Board and Finance for the Purpose of Conducting Statistical Work Using Specific Confidential System of National Accounts Information"	Treasury Board and Finance
16-Mar-15	Alberta-Manitoba: Finance, "Exchange of Information Agreement"	Treasury Board and Finance
30-Jan-15	Alberta-British Columbia: British Columbia Lottery Corporation, "GameSense License Agreement"	Treasury Board and Finance - Alberta Gaming and Liquor Commission
23-Mar-15	Alberta-British Columbia: Insurance Corporation of British Columbia, "Information Sharing Agreement"	Treasury Board and Finance - Alberta Gaming and Liquor Commission
08-Apr-13	Alberta-British Columbia-Ontario-Quebec: "Intellectual Property Assignment"	Treasury Board and Finance - Alberta Securities Commission
11-Feb-14	Alberta-Canada: Royal Canadian Mounted Police, "Memorandum of Understanding – Canadian Police Information Centre System"	Treasury Board and Finance - Alberta Securities Commission
03-Apr-14	Alberta-British Columbia-Ontario-Quebec-Chile: "Exchange of Letters Concerning Cooperation between the Canadian Securities Administrators and the Superintendencia de Valores y Seguros"	Treasury Board and Finance - Alberta Securities Commission
23-Feb-15	Alberta-British Columbia-Chile: "Memorandum of Understanding Concerning Consultation and Cooperation and the Exchange of Information among: Superintendencia de Valores y Seguros; Alberta Securities Commission; and British Columbia Securities Commission"	Treasury Board and Finance - Alberta Securities Commission
08-May-14	Alberta-Canada: Canada Revenue Agency, "Renewal of the Agreement Concerning the Terms for the Disclosure of Business-Related Taxpayer Information Obtained from the Canada Revenue Agency"	Treasury Board and Finance - Office of Statistics and Information

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08-May-14	Alberta-Canada: Statistics, "Renewal of the Agreement Concerning the Collection and Sharing of Information from the International Study of Adults (The Programme for the International Assessment of Adult Competencies)"	Treasury Board and Finance - Office of Statistics and Information
08-May-14	Alberta-Canada: Statistics, "Renewal of the Agreement Concerning the Use by Statistics Canada of Deemed Employees from the Office of Statistics and Information for the Purpose of Conducting Statistical Work Using Specific Confidential System of National Accounts Information"	Treasury Board and Finance - Office of Statistics and Information
06-Oct-14	Alberta-Canada: Statistics, "Letter of Agreement for the Disclosure of Income Support Data"	Treasury Board and Finance - Office of Statistics and Information

International and Intergovernmental Relations

Annual Report
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